

# **JOZINI LOCAL MUNICIPALITY INTEGRATED DEVELOPMENT PLAN 2018/19 REVIEW**

## **4<sup>th</sup> GENERATION**



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## LIST OF ACRONYMS

B2B	Back to Basics
CBO	Community Based Organisation
CIF	Capital Investment Framework
CIP	Comprehensive Infrastructure Plan
COGTA	Co-operative Governance and Traditional Affairs
DMP	Disaster Management Plan
EAP	Employee Assistance Programme
EIA	Environmental Impact Assessment
EMF	Environmental Management Framework
EPWP	Expanded Public Works Programme
GDP	Gross Domestic Product
GIS	Geographical Information Systems
HDA	Housing Development Agency
HSP	Housing Sector Plan
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
HR	Human Resources
ICT	Information Communication Technology
IGR	Intergovernmental Relations
IDP	Integrated Development Plan
IWMP	Integrated Waste Management Plan
JMPT	Joint Municipal Planning Tribunal
KPA	Key Performance Area
KPI	Key Performance Indicator
LED	Local Economic Development
LUMS	Land Use Management System
MFMA	Municipal Finance Management Act
MIG	Municipal Infrastructure Grant
MPAC	Municipal Public Accounts Committee
MSA	Municipal Systems Act
MTAS	Municipal Turnaround Strategy
MTREF	Medium-Term Revenue and Expenditure Framework
MTSF	Medium-Term Strategic Framework
NDP	National Development Plan
NGO	Non-governmental organisation
OSS	Operation Sukuma Sakhe
OPMS	Organisational Performance Management System
PMS	Performance Management Systems
RDP	Reconstruction and Development Programme
SCM	Supply Chain Management
SCOA	Standard Chart of Accounts
SDBIP	Service Delivery Budget Implementation Plan
SDF	Spatial Development Framework
SDIP	Service Delivery Improvement Plan
SEA	Strategic Environmental Assessment
SMME	Small, Medium and Micro Enterprise
SONA	State of the Nation Address
SOPA	State of the Province Address
SPLUMA	Spatial Planning and Land Use Management Act
WBP	Ward Based Plans

## INTRODUCTION AND BACKGROUND

This document presents the first review of the fourth generation Integrated Development Plan for Jozini Municipality i.e. 2018/19. It is prepared in fulfillment of the requirements of Chapter 5 of the Local Government Municipal Systems Act, 32 of 2000.

In terms of section 34 of the aforementioned Act, all South African Municipalities must compile the IDP for five years and review it on an annual basis taking into account:

- New information;
- Comments from consultation process (Stakeholders);
- IDP/Budget alignment between Local and District Municipality;
- Alignment with provincial and national priorities and Plans; and
- Alignment of IDP and sector plans and that have been updated or developed as part of the process.

This 2018/ 19 IDP Review is the outcome of a 9 months planning process and the plan is the key tool that will guide and inform all planning, budgeting, management and decision-making processes aimed at benefitting Jozini communities and stakeholders within the municipal area.

In line with Section 152 and 153 of the South African Constitution, if the municipality is able to fulfill this local developmental role effectively, it would be able to do the following:

- Provision of equitable essential basic services;
- Creation of jobs;
- Promotion of economic development and growth
- Promoting democracy; and
- Accountability and Eradication of poverty

Having undertaken all the necessary participatory processes with various and relevant stakeholders, we believe and regard this IDP as a credible and will enable the municipality to manage the process of fulfilling its developmental responsibilities better, faster and effectively.

The executive summary outlines the background to the area, the process followed in preparing the IDP that is outlined in IDP/Budget Process Plan.

Notwithstanding the improved understanding of the concept and the purposes of the IDP by a majority of stakeholders, there are still challenges in terms of aligning the plans and programmes of the three spheres of government and this remains a critical concern to Jozini Local Municipality.

That as it may, all stakeholders remain committed to the realization of our vision aimed at providing sustainable services to our people faster, better and at the lowest cost possible. We believe that the IDP alignment with the budget will assist the municipality achieve just that.

# **SECTION A: EXECUTIVE SUMMARY**

## A.1. WHO ARE WE?

Jozini Local Municipality is one of four municipalities within the UMkhanyakude District Municipality. It is located in the northern portion of KwaZulu–Natal, and is bordered by Mozambique to the north, Swaziland to the west, Umhlabuyalingana to the east, Big 5/ Hlabisa to the south and Nongoma and Uphongolo to the west. It consists of four semi formalized towns viz. Jozini, Mkhuze, Ingwavuma and Ubombo. There is also Ndumo and Bhambanana towns which are not yet formalised. The remaining parts of the municipality are characterized as being rural in nature. Jozini Municipality covers 32% (3057 Square Kilometres) of the total area of 13859 Square Kilometres of uMkhanyakude District Municipality.

The primary investment points are Mkhuze and Jozini; secondary investment points have been identified at Ingwavuma, Ubombo, Ndumo and Bhambanana and tertiary investment points have been identified at Ophansi, Manyiseni, Makwakwa, Emabhanoyini. These investment points are seen as the existing and future growth points in the municipal area and will serve as the basis for the clustering of activities and services such as schools, shops, community halls, etc.

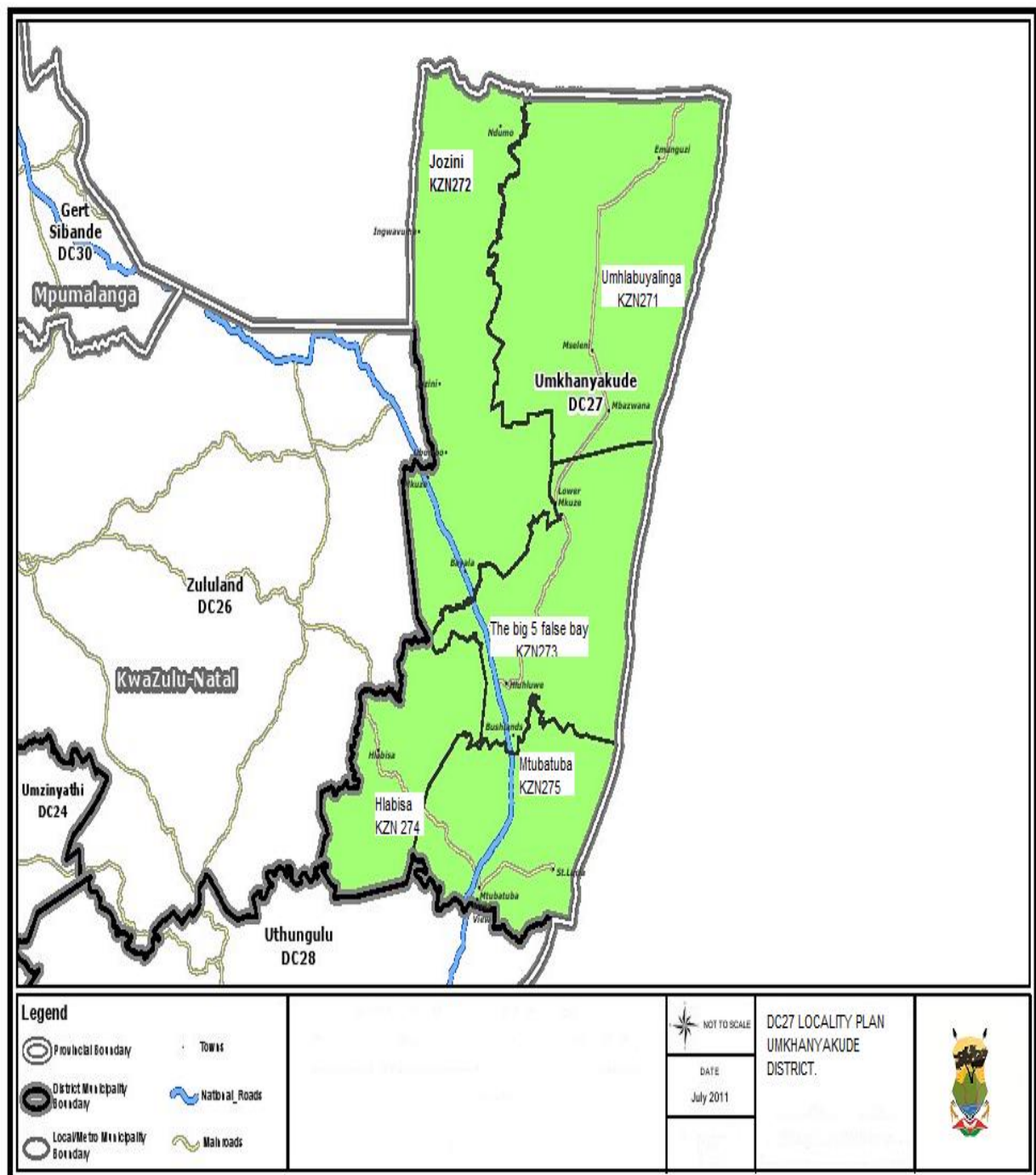
The municipal area is well served by major movement routes. These include a national link (N2), the R22 links Jozini to Manguzi in the Umhlabuyalingana Municipality and the 522-1 which extends from Ubombo in the south to Ingwavuma in the north.

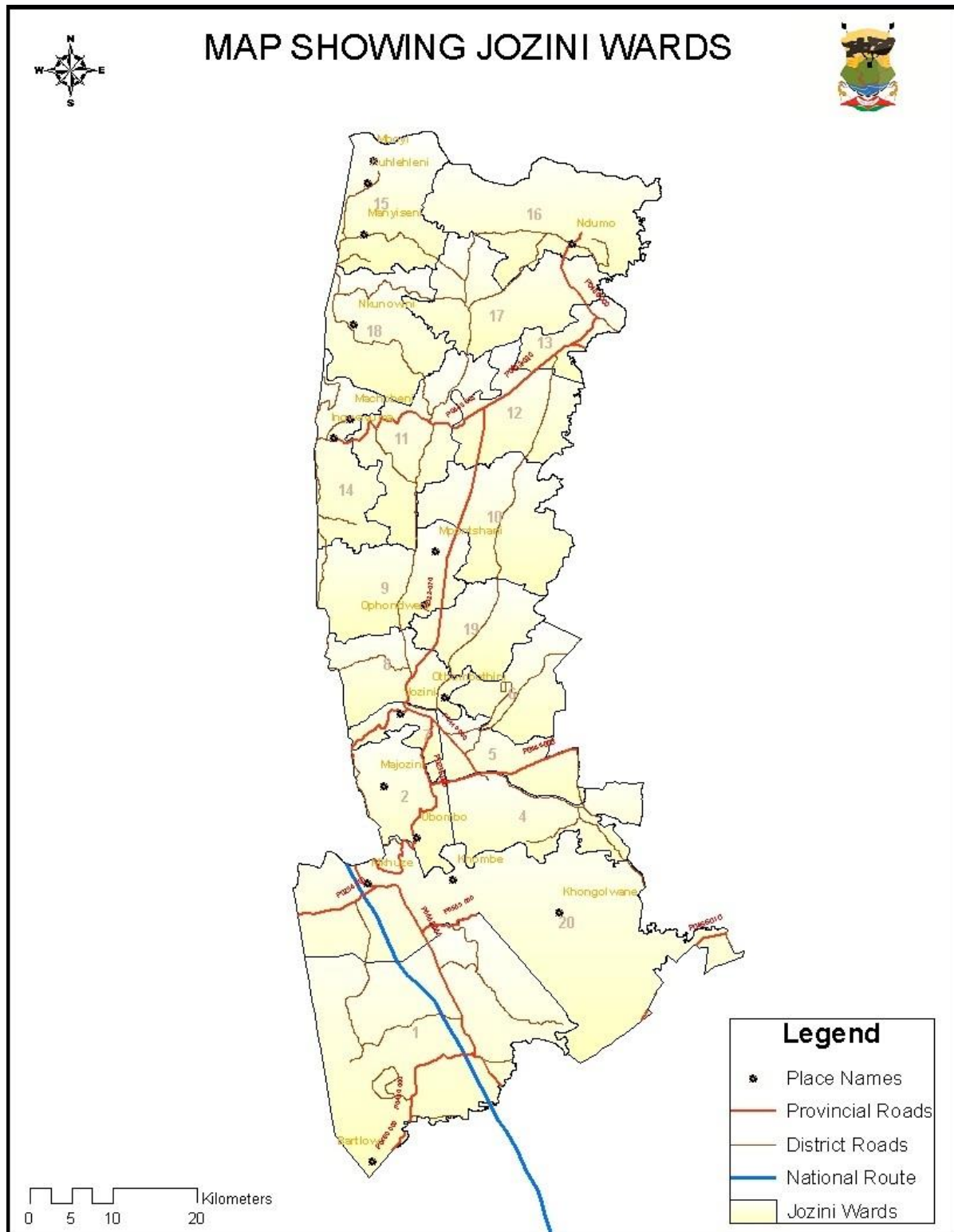
Jozini local municipality is divided into twenty wards. The large area of Jozini jurisdiction falls under the ownership of Ingonyama Trust and some areas are privately owned by individuals while some portions are owned by the State. The current land ownership is one of the reasons why it is very difficult to control development in the Municipal area of jurisdiction.

Basic facts	Basic figures					
	Stats 2001	SA	Community Survey 2007	Stats 2011	SA	Community Survey 2016
Total population	184 052		207 722	186 502		198.2K
Total number of households	33 534		38 530	38 849		44 584
Umkhanyakude District Municipality	573 341		614 046	625 846		
Age profile						
0-19	114 095		114 217	101 818		107 011
20-64	56 831		85 005	77 256		84 380
65+	13 090		8 501	7 428		6 824
% Household with no income	49%		47%	43%		

## Investment points

Primary nodes	Secondary nodes	Tertiary nodes
Mkhuze Jozini	Ingwavuma Ubombo Bhambanana Ndumo	Ophansi Manyiseni Makwakwa Emabhanoyini





Map showing all 20 wards



## A.2. HOW WAS THIS PLAN DEVELOPED?

The IDP adopts an outcome based approach in line with the national government priorities and the associated 12 outcomes.

The Government outcome 9 (nine) commits the local government to develop local government system which is efficient, effective, responsive and accountable. In line with Outcome 9, Jozini Municipality IDP responds directly to issues facing the area and its communities, and rendering local government services efficiently and effectively.

However, the municipality will also contribute directly and indirectly to the attainment of other outcomes, particularly those dealing with economic development, infrastructure development, rural development and environmental management. Therefore, alignment with the relevant sector frameworks and programmes across the spheres of government is critical.

In preparing this IDP, the following was considered:

- ✚ The NDP Vision 2030
- ✚ The IDP Framework Guide from COGTA
- ✚ Stats SA Community Survey results 2016
- ✚ Municipal boundaries as per the Municipal Demarcation Board
- ✚ Refinement of the Municipality's Strategic Framework;
- ✚ Back to Basics Programme
- ✚ Ward based plans
- ✚ Public Participation Comments;
- ✚ MEC Letter, Assessment comments on the Final IDP Review 2017/18;
- ✚ Self-Assessment;
- ✚ Different Stakeholder Comments and Requirements
- ✚ Legislative Compliance in terms of Chapter, 4, 5 and 6 of MSA Act No 32 of 2000

### The IDP methodology phases

- **The Preparation Phase-** During this phase, the municipality prepared a Process Plan which illustrated how the IDP process would be managed.
- **The Analysis Phase-** Analysis of existing information was also done during this phase.
- **The Strategies-** During this phase, the municipality had a Strategic Planning session where the vision, mission and values of the municipality were done. The municipality also prepared strategic objectives.
- **Projects Phase-** This phase dealt with the identification and design of specific projects for implementation. All the critical problems that were identified in during the analysis phase were addressed by doing the prioritization.
- **Integration Phase-** This phase aligned the projects with municipal objectives and strategies.

Below are the schedules for the public participation meetings held:

*1<sup>st</sup> round of IDP Public Participation Meetings*

CLUSTER	WARD	VENUE	DATE	TIME
1	8, 9, 10 12, 13 & 19	Danishini Hall	20 November 2017	10:00am
2	11, 14, 15, 16,17 & 18	Nonjinjikazi Hall	21 November 2017	10:00am
3	1, 2, 7 & 20	Mlingo Hall	22 November 2017	10:00am
4	3, 4, 5 & 6	Makhonyeni Hall	23 November 2017	10:00am

*2<sup>nd</sup> round of IDP and Budget Roadshows Meetings is scheduled as follows:*

CLUSTER	WARD	VENUE	DATE	TIME
3 & 4	9, 10, 11, 12, 13, 14, 15, 16, 17, 18 & 19	Dinabanye Hall	23 April 2018	10:00am
1 & 2	1, 2, 3, 4, 5, 6, 7 & 20	Biva Hall	22 April 2018	10:00am

### A.3. KEY CHALLENGES

#### KPA 01: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

- ✚ Inability to attract and retain staff
- ✚ High Vacancy Rate

#### KPA 02: BASIC SERVICE DELIVERY AND INFRASTRUCTURAL DEVELOPMENT

- ✚ Ageing Infrastructure
- ✚ Lack of proper water and sanitation service
- ✚ Electricity license
- ✚ Backlog of housing development
- ✚ Incomplete and poorly constructed houses

#### KPA 03: SOCIO – ECONOMIC DEVELOPMENT

- ✚ Inability to attract investors to the area (mostly due to the infrastructure backlog)
- ✚ High level of unemployment
- ✚ No strategy in place for SMME's
- ✚ Outdated LED Strategy
- ✚ Outdated Tourism Strategy
- ✚ The spread of HIV/AIDS is neglected and is not taken seriously by the municipality
- ✚ Escalation in the abuse of the Drug use and other substances
- ✚ None functionality of IGR (Intergovernmental Relations) Structures
- ✚ Disability programme is not given enough attention and the budget is limited.
- ✚ Dysfunctional special programmes forums and committees

#### KPA 04 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

- ✚ Lack of support from sector departments in planning processes
- ✚ Bylaws not in place
- ✚ Communication unit is not functional

#### KPA 05: FINANCIAL VIABILITY AND MANAGEMENT

- ✚ Poor debt management and revenue collection strategies
- ✚ Low equitable share
- ✚ High grant dependency ratio
- ✚ No revenue enhancement strategy
- ✚ Number of Indigent beneficiaries too high
- ✚ Gaps in the Municipal Debtors book
- ✚ Loss of assets.

#### KPA 06: SPATIAL PLANNING AND ENVIRONMENTAL MANAGEMENT

- ✚ Absence of a legal waste disposal site
- ✚ Land tenure- 65 Percent of land is registered under the Ingonyama Trust Board. The remaining percentage of land is state and privately owned
- ✚ Illegal developments and mushrooming of shops and small businesses
- ✚ No by-laws in place to regulate the submission of building plan
- ✚ Challenge in terms of issuing title deeds on low cost housing

#### A.4. LONG TERM VISION AND GOALS

From the SWOT analysis that was done at the Strategic planning session, a vision, a mission statement and values were developed for the municipality.

The vision of the municipality is as follows:

***A MUNICIPALITY WITH SUSTAINABLE SERVICES FOR ALL, THRIVING SOCIO-ECONOMIC DEVELOPMENT AND GOOD GOVERNANCE.***

The mission of the municipality is as follows:

 ***TO STRENGTHEN DEMOCRACY, PUBLIC PARTICIPATION AND STAKEHOLDER MANAGEMENT***

 ***TO MANAGE FINANCIAL RESOURCES OF THE MUNICIPALITY EFFICIENTLY, EFFECTIVELY AND ECONOMICALLY***












 ***TO GROW THE ECONOMY OF THE BEDROCK OF AGRICULTURE AND TOURISM BY CREATING A CONDUCIVE ENVIRONMENT FOR INVESTMENT***

Values:

 ***INTEGRITY***  
 ***COMMITMENT***  
 ***PROFESSIONALISM***  
 ***PATRIOTISM***

The municipality's goals are desired end results that Jozini municipality would like to see itself in short term and long-term period. There is synergy with the Goals as contained in the Spatial Development Framework, National Development Plan, Provincial Growth Development Plan/ Strategy as well as District Growth Development Plan. It must however be noted that the municipality is financially constrained to fully align with these long –term plans.

The municipality will strive to realize the following goals during this IDP Cycle:

-  Universal access to quality basic services (infrastructure)
-  Sustainable economic development through supporting of SMMEs and investment
-  Job creation through agri-based activities including value addition
-  Free services for the indigent
-  Tourism a key priority
-  Prosperity and development
-  Support the formal and informal sectors of the economy
-  Skills development
-  Good governance
-  Community involvement
-  Youth development

### A.5. WHAT COULD BE EXPECTED FROM US IN THE NEXT 5 YEARS

Our approach will balance the provision of basic services, with the need to create economic opportunities for Local Economic Development. This will be done through the following strategic priority areas:

No	Key Performance Areas	Strategic Objective
1	Basic Service Delivery	<ul style="list-style-type: none"> <li>To build, maintain and provide access to improved, sustainable and modernized infrastructure to the community by 2022</li> <li>To improve the reliability and service life of municipal infrastructure and facilities by 2022.</li> </ul>
2	Municipal Institutional Development and Transformation	<ul style="list-style-type: none"> <li>To create an appropriate organisational climate that will attract and retain appropriate skills by June 2022.</li> <li>To ensure maintenance of an organisational structure that is in line with organisational objectives and optimises service delivery by June 2022</li> <li>To improve expenditure control and compliance with MFMA</li> <li>To capacitate employees and councillors by 30 June 2022</li> <li>To ensure compliance with the Occupational Health and Safety Act and Compensation for Occupational injuries and diseases</li> <li>To improve citizens skills level of education by June 2022.</li> <li>To ensure effective and efficient administration complying with its Legal Mandates by June 2022.</li> <li>To ensure effective fleet management system</li> </ul>
3	Socio and Economic Development	<ul style="list-style-type: none"> <li>To create an environment that will create jobs and reduce poverty by June 2022.</li> <li>To implement and co-ordinate Expanded Public Works Programme (EPWP) in a manner that enhances skills development and optimizes decent employment and entrepreneurship by June 2022.</li> <li>To promote local tourism by June 2022</li> <li>To promote social cohesion through sports activities by June 2022.</li> <li>To ensure provision of fire and rescue services</li> <li>To provide efficient and effective security services.</li> </ul>
4	Municipal Financial Viability and Management	<ul style="list-style-type: none"> <li>To develop and maintain a financial viable and sustainable institution that achieves full compliance with municipal legislation by 2022</li> </ul>
5	Good Governance and Public Participation	<ul style="list-style-type: none"> <li>To ensure that the risk maturity of the organisation is at an enabled level (risk management and internal control fully embedded into the operations of the organisation, high level understanding of risk, effective risk management.</li> <li>To ensure reliable and maintain independence of Internal and External Audit.</li> <li>To maintain a SMART Organisational Performance</li> </ul>

		<p>Management System to ensure Planning, Monitoring reporting and evaluation of municipal performance by June 2022</p> <ul style="list-style-type: none"> <li>• To promote a municipal governance system that enhances and embraces the system of participatory governance</li> <li>• To promote and foster sound internal and external communication</li> </ul>
6	Spatial Planning and Environmental Management	<ul style="list-style-type: none"> <li>• To acquire 200 hectors of land for development by 2019</li> <li>• To promote the achievement of a non-racial, integrated society, through the development of sustainable human settlements and quality housing by June 2022</li> </ul>

## **A.6. HOW WILL OUR PERFORMANCE BE MEASURED?**

To measure and monitor our progress, a Performance Management Framework and Policy was developed and it is reviewed regularly (annually). Key performance indicators have been refined in support of the municipality's development priorities and objectives aligned with the organizational structure in line with the Integrated Development Plan framework to ensure consistency in measuring and reporting on long terms strategies and projects. Measurable performance targets with regard to each of these development priorities and objectives were established and are reflected on the Organisational Performance Management Scorecard attached to the Integrated Development Plan and is reviewed annually together with the Integrated Development Plan review. A process to ensure regular reporting is in place and gets reported quarterly to the Council via the Performance Audit Committee.

Individual performance agreements and performance plans for the Municipal Manager and Heads of Departments are prepared annually in line with provisions prescribed in the Performance Regulations (Notice 805, published on 1 August 2006 in the official gazette). These agreements are fully implemented and aligned with the Service Delivery and Budget Implementation Plan as required in terms of the Municipal Finance Management Act 56 of 2003.

Performance Evaluation Panels have been established for the assessment of performance of the Municipal Manager as well as Managers directly accountable to the Municipal Manager and performance assessment is taking place on a quarterly basis to ensure that annual departmental targets will be achieved.

# **SECTION B: PLANNING AND DEVELOPMENT PRINCIPLES**



## B1. GOVERNMENT POLICIES AND IPERATIVES

### SUSTAINABLE DEVELOPMENT GOALS (SDG's)

The Sustainable Development Goals (SDGs), otherwise known as the Global Goals, are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity.

These 17 Goals build on the successes of the Millennium Development Goals, while including new areas such as climate change, economic inequality, innovation, sustainable consumption, peace and justice, among other priorities. The goals are interconnected – often the key to success on one will involve tackling issues more commonly associated with another.

The SDGs work in the spirit of partnership and pragmatism to make the right choices now to improve life, in a sustainable way, for future generations. They provide clear guidelines and targets for all countries to adopt in accordance with their own priorities and the environmental challenges of the world at large. The SDGs are an inclusive agenda. They tackle the root causes of poverty and unite us together to make a positive change for both people and planet. “Supporting the 2030 Agenda is a top priority for UNDP,” said UNDP Administrator Helen Clark. “The SDGs provide us with a common plan and agenda to tackle some of the pressing challenges facing our world such as poverty, climate change and conflict. UNDP has the experience and expertise to drive progress and help support countries on the path to sustainable development.

Table: Alignment with SDG's

SDG Goal	Municipal Response
No poverty	The municipality has a poverty reduction programme where each ward has R800 000.00 to address this
Zero hunger	The municipality has a poverty reduction programme where each ward has R800 000.00 to address this
Good health and well-being	
Quality education	
Gender equality	The is an Employment Equity plan which is reviewed and implemented annually
Clean water and Sanitation	
Affordable and clean energy	
Work and economic growth	Job creation through EPWP and LED projects
Industry, innovation and Infrastructure	
Reduced inequalities	
Sustainable cities and communities	SDF review and introduction of wall to wall schemes.

Responsible consumption and production	
Climate Action	
Life below water	
Life on Land	
Peace, justice and strong institutions	Good governance
Partnerships for the goals	

#### 14 OUTCOME WITH SPECIAL EMPHASIS ON OUTCOME 9

Government has agreed on 12 outcomes as a key focus of work. Each outcome has a limited number of measurable outputs with targets. Each output is linked to a set of activities that will help achieve the targets and contribute to the outcome. Each of the 12 outcomes has a delivery agreement which in most cases involves all spheres of government and a range of partners outside government. Combined, these agreements reflect government's delivery and implementation plans for its foremost priorities.

Each outcome has been broken into various outputs that stipulate activities to be undertaken towards the achievement of a particular outcome.

The 12 National Outcome Delivery Agreements are as follows:

**Outcome 1:** *Improved quality of basic education;*

**Outcome 2:** *A long and healthy life for all South Africans*

**Outcome 3:** *All South Africans should be and feel safe; there should be decent employment through inclusive growth*

**Outcome 4:** *Decent Employment through Inclusive Economic Growth;*

**Outcome 5:** *An efficient, competitive and responsive economic infrastructure network;*

**Outcome 6:** *There should be vibrant, equitable, sustainable rural communities with food security for all;*

**Outcome 7:** *Vibrant, equitable and sustainable rural communities with food security for all.*

**Outcome 8:** *Sustainable Human Settlements and Improved Quality of Household Life*

**Outcome 9:** *A responsive, accountable, effective and efficient Local Government System.*

**Outcome 10:** *environmental assets and natural resources that are valued, protected and continually enhanced*

**Outcome 11:** *Create a better South Africa and contribute to a better and safer Africa and World; and*

**Outcome 12:** *An efficient, effective and development oriented Public Service and An empowered, fair and inclusive citizenship.*

The outcome as the Department of Co-operative Governance and Traditional Affairs (National and Provincial departments) and all municipalities is **Outcome 9: A responsive, accountable, effective and efficient local government system.** Notwithstanding; all National Outcome Delivery Agreements talk to local government, due to an understanding that local government is where the tyre hits the road on service delivery. It is therefore crucial that there should be thorough coordination and alignment between local municipalities and sector departments towards the realization and attainment of the targeted results.

**Outcome 9 has been broken down into seven (7) outputs:**

*Output 1: Implement a differentiated approach to municipal financing, planning and support*

*Output 2: Improving access to basic services.*

*Output 3: Implementation of the Community Work Programme*

*Output 4: Actions supportive of the human settlement outcome*

*Output 5: Deepen democracy through a refined Ward Committee model*

*Output 6: Administrative and financial capability*

*Output 7: Single window of coordination*

The effective implementation of the service delivery agreement will assist in achieving the following imperatives:

- ✚ Creating a radical paradigm shift in the management of the public service by aligning service delivery with the values and needs of the public;
- ✚ Ensuring a focus on customer value proposition which should entail evaluation of service delivery through the eyes of the customer;
- ✚ Providing strong feedback mechanisms on quality and timeliness of service delivery.
- ✚ Creating of strong public/private partnerships through involvement of the private sector and civil society in the broad process of policy determination and implementation,
- ✚ Unprecedented improvement of the image of government in the eyes of the public by enthusiastically embracing and supporting the process and culture of performance.

Through the service delivery agreement; COGTA and municipalities committed to the following:

- ✚ The extension of basic services which include water, sanitation, electricity and waste Management;
- ✚ Creation of job opportunities through the Community Works Programme;
- ✚ Transformation of administrative and financial systems in the municipalities which includes Supply Chain Management and the integration and streamlining all of our internal software systems to ensure uniformity, linkages and value for money;
- ✚ The filling of six critical senior municipal posts in various municipalities namely Municipal Manager, Chief Financial Officer, Town Engineer, Town Planner, Human Resources Manager and Communications manager as the basic minimum for every Municipality;
- ✚ That all municipalities in the province will achieve clean audits by 2014;
- ✚ Building municipal capacity to enable municipalities to collect 90% of their revenues;
- ✚ Strengthening the organizational performance management systems for improved service delivery and accountability to the communities;
- ✚ Improving our interaction with the institutions of traditional leaders and integrating the ward-based system of planning and governance with the programme of traditional councils, where they exist.

These talks to the five (5) National Key Performance Areas (KPA's) and should form basis for every Municipality's strategic objectives.

Through the service delivery agreement; the Honourable Mayors of all municipalities committed themselves to the following:

- ✚ That they will play their role as outlined in the Municipal Finance Management Act by monitoring the prudent management and utilization of their municipal finances;
- ✚ That they will monitor the execution of their municipal Service Delivery and Budget Implementation Plans (SDBIPs) for improved and accelerated service delivery;
- ✚ That they will take personal responsibility and accountability for non-delivery to communities;
- ✚ That they will ensure every rand spent in their municipalities does what it is earmarked for;
- ✚ That they will advocate and actively work towards corrupt-free municipalities;
- ✚ That they will lead by example in their various communities by adhering to ethical standards and professional conduct in their public and private lives;
- ✚ That they will render unwavering support to the effective functionality of their newly established Municipal Public Accounts Committees and Audit Committees to ensure that corruption, fraud and mismanagement is uprooted;
- ✚ That, working with esteemed traditional leaders; they will work tirelessly in restoring the confidence of the people in the system of local government.

## NATIONAL DEVELOPMENT PLAN

The National Development Plan is a plan for the country to eliminate poverty and reduce inequality by 2030 through uniting South Africans, unleashing the energies of its citizens, growing an inclusive economy, building capabilities, enhancing the capability of the state and leaders working together to solve complex problems.

The high level on the National Development Plan focuses on issues of eliminating poverty and reducing inequality and further unpacks milestones as follows:

- ✚ Increase employment from 13 million in 2010 to 24 million in 2030.
- ✚ Raise per capita income from R50 000 in 2010 to R120 000 by 2030.
- ✚ Increase the share of national income of the bottom 40 percent from 6 percent to 10 percent.
- ✚ Establish a competitive base of infrastructure, human resources and regulatory frameworks.
- ✚ Ensure that skilled, technical, professional and managerial posts better reflect the country's racial, gender and disability makeup.
- ✚ Broaden ownership of assets to historically disadvantaged groups.

Further to the National Development Plan the KwaZulu – Natal Provincial and Growth Development Strategy make emphasis on the issue at a Provincial Level. The sustainable development is a development which takes cognizance of issues at a National level, down to a Provincial and It taken further in municipality through IDPs. Issues on the National Development Plan are addressed on all KPAs in the IDP.

Table: Alignment with the NDP

NDP Focus	Municipal Response
Increase employment from 13 million in 2010 to 24 million in 2030.	<ul style="list-style-type: none"> <li>• Job creation through EPWP and LED projects</li> </ul>

Raise per capita income from R50 000 in 2010 to R120 000 by 2030.	<ul style="list-style-type: none"><li>• Job creation through EPWP and LED projects</li></ul>
Increase the share of national income of the bottom 40 percent from 6 percent to 10 percent.	<ul style="list-style-type: none"><li>• National</li></ul>
Establish a competitive base of infrastructure, human resources and regulatory frameworks.	<ul style="list-style-type: none"><li>•</li></ul>
Ensure that skilled, technical, professional and managerial posts better reflect the country's racial, gender and disability makeup.	<ul style="list-style-type: none"><li>• There is an Employment Equity plan which is reviewed and implemented annually</li></ul>
Broaden ownership of assets to historically disadvantaged groups	<ul style="list-style-type: none"><li>•</li></ul>

## KWAZULU-NATAL PROVINCIAL AND GROWTH DEVELOPMENT STRATEGY (PGDS)



In an effort to align with the PGDS goals, Jozini seeks to undertake the following actions:

Table: Alignment with PGDS

PGDS Goal	Municipal Response
<b>Inclusive Economic growth</b>	<ul style="list-style-type: none"> <li>• Implementing EPWP through Capital Projects</li> <li>• Developing the Agricultural Sector</li> <li>• Promoting SMME's</li> <li>• Infrastructure investment and development</li> <li>• Poverty alleviation projects</li> </ul>
<b>Human Resources Development</b>	<ul style="list-style-type: none"> <li>• Review and implementation of the WSP</li> <li>• Skills Development</li> </ul>
<b>Human and Community Development</b>	<ul style="list-style-type: none"> <li>• Constructing and maintaining access roads</li> <li>• Continuously supporting the Sukuma Sakhe Programme (War against poverty)</li> <li>• Participating in the local Community Policing Forum</li> <li>• Budgeting for/ implementing the poverty alleviation projects</li> </ul>
<b>Environmental Sustainability</b>	<ul style="list-style-type: none"> <li>• Promoting solar powered electricity</li> <li>• Installing solar geysers in households</li> </ul>



	<ul style="list-style-type: none"> <li>• Helping the households in planting trees</li> </ul>
<b>Governance and Policy</b>	<ul style="list-style-type: none"> <li>• Annual Policy reviews</li> <li>• Reviewing the Anti-Fraud and Corruption Strategy</li> <li>• MPAC</li> <li>• Implementing the WSP</li> </ul>
<b>Spatial Equity</b>	<ul style="list-style-type: none"> <li>• Reviewing the SDF</li> <li>• Developing the Land Use Management Schemes</li> </ul>

## PROVINCIAL GROWTH AND DEVELOPMENT PLAN (PGDP)

The PGDS identifies seven strategic goals and thirty strategic objectives that will drive the Province towards its 2030 vision. The cabinet then identified a need to further prepare an implementation in the form of PGDP.

## DISTRICT GROWTH AND DEVELOPMENT PLAN (DGDP)

The District Growth and Development Plan is meant to play a key role in the integration and alignment of the intentions of the NDP at national level and PGDP at provincial level on the one hand, with the activities of local government operating at the coalface of implementation and interaction with constituent communities on the other.

The aim of the DGDP is therefore to translate the Provincial Growth and Development Plan into a detailed implementation plan at a district level, inclusive of clearly defined targets and responsibilities thus enabling the province to measure its progress in achieving the accepted growth and development goals. In addition to the more detailed focus on the interventions identified by the PGDS-PGDP, the DGDP is expected to propose specific milestones that will have to be achieved per priority sectors. This will be refined in a collaborative approach with all the relevant stakeholders to ensure ownership of targets that will be set for specific time horizons.

The KwaZulu-Natal Provincial Planning Commission facilitates and supports the lead departments to develop detailed trajectories to ensure that the roadmap is clear on what is required to achieve the 2030 Vision for KwaZulu-Natal. The current DGDP is due for a review as it was developed in 2014.

## STATE OF THE NATION ADDRESS (SONA)

President Cyril Ramaphosa presented the State of the Nation Address (SoNA) to a joint sitting of the two Houses of Parliament (National Assembly and National Council of Provinces) on 16 February 2018 at 19H00.

<b>Economic Policy</b>  Appoint a Presidential Economic Advisory Council. It will draw on the expertise and capabilities that reside in labour, business, civil society and academia.	<b>Jobs for youth</b>  Jobs Summit within few months Investment. Conference within next three months. Launch Youth Employment Service Initiative next month to place unemployed youth in paid internships in companies across the economy and Create a millions such internships in the next three years. Establish Youth Working Group.	<b>Stimulate manufacturing</b>  Strategic use of incentives and other measures. Localisation programme for products designated for local manufacturing—clothing, furniture, water metres etc via our public procurement interventions.
<b>Transformation</b>  Support black industrialists – to build a new generation of black and women producers that are able to build enterprises of significant scale and capability Use competition policy to open markets to new black entrants Invest in the development of township and rural enterprises	<b>Infrastructure</b>  Assemble team to speed up implementation of new projects, particularly water projects, health facilities and road maintenance	<b>Mining</b>  Intensify engagements will all stakeholders on the Mining Charter. Finalise the MPRDA Amendment Bill by end of first quarter this year. Stakeholder engagement to deal with mining fatalities.
<b>Small Business, Co-ops, township enterprises</b>  Honour 30% of procurement allocation to these enterprises. Invest in SME incubation. Welcome SME Fund initiative by corporate sector.	<b>Land &amp; Agriculture</b>  Accelerate our land redistribution programme AND make more land available Expropriate land without compensation, our approach, taking into account food security, agricultural production and growth of the sector. THERE WILL BE A PROCESS OF CONSULTATION ON MODALITIES	<b>4th Industrial Revolution</b>  Digital Industrial revolution commission to be established. Allocation of spectrum to reduce barriers to entry.
<b>Health and NHI</b>  Scale up our testing and treating campaign by initiating an additional two million people on antiretroviral treatment by December 2020. The NHI Bill is now ready to be processed through government and will be submitted to Parliament in the next few weeks.	<b>Education</b>  This year free higher education and training will be available to first year students from households with a gross combined annual income of up to R350,000. All public schools have begun offering an African language. First National Senior Certificate examination on South African Sign Language, which will be offered to deaf learners at the end of 2018.	<b>Social Grants</b>  Urgently take decisive steps to comply with all directions of the Constitutional Court. Take action to ensure no person in government is undermining implementation deadlines set by the court.
<b>Social Sector/ Civil Society</b>  Convene a Social Sector Summit during the course of this year to recognise the critical role they play in society.  <b>Minimum Wage</b>  Introduce NMW by May 1 benefiting more than 6 million South Africans.	<b>State Governance</b>  Review the funding models of SOEs and other measures. Change the way that boards are appointed. Remove board members from any role in procurement.	<b>Corruption/ State Capture</b>  The commission of inquiry into state capture to commence its work shortly. The Commission should not displace the regular work of the country's law enforcement agencies in investigating and prosecuting any and all acts of corruption. Urge professional bodies and regulatory authorities to take action against members who are found to have acted improperly and unethically. Urgently attend to the leadership issues at the National Prosecuting Authority to ensure that this critical institution is stabilised and able to perform its mandate unhindered. Appoint a Commission of Inquiry into Tax Administration and Governance of Sars. Visit every national department to engage with senior leadership to ensure that the work of government is effectively aligned.



## STATE OF THE PROVINCE ADDRESS (SOPA)






Kwa-Zulu Natal Premier Willies Mchunu delivered the State of the Province Address at the Olympia hall at the Royal Agriculture; show grounds Pietermaritzburg on Wednesday 28 February 2018.

The theme of the state of the province address for this year was “Leading with integrity towards growing an inclusive economy, for integrated, targeted and effective service delivery to improve quality of life”

## BACK TO BASICS

In line with the renewed mandate of the Presidential Priority, the back to basics programme is to be focused and driven towards giving differentiated support to municipalities. The back to basics programme was launched with the theme of serving communities better. The plan of action is to ensure a focused and strengthened local government by getting the basics right and together with other spheres of government, providing basic services efficiently and effectively and in a caring manner.

The back to basics transformational agenda recognizes that there are widely divergent levels of performance between different categories of municipalities in terms of services, public engagement, good governance, financial management and technical capacity. The aim is to encourage all municipalities to become positively functional centres of good governance. There is also a need to set the proper standards for municipal performance. Jozini Municipality committed itself to implementing the Back to Basics Programme, as means to revitalize basic service delivery. The programme has five pillars, namely:

-  Provision of basic services
-  Good Governance
-  Public Participation
-  Financial Management
-  Institutional Capacity

With regards to its implementation within the municipality, departments report on progress made on the set indicators and programmes that are implemented. Both on a monthly and quarterly basis Jozini municipality consolidates reports which are in return sent to Provincial and National COGTA Departments.

The reports indicate performance of the municipality in different aspects of the key performance areas (providing services to its communities, whether these are carried out on time and on a regular basis. An indication from quarterly assessments by COGTA shows that Jozini municipality's performance is improving. The municipality however, continues to provide services while at the same time ensures good governance and consultation with its communities.

## B2. GOVERNMENT PRIORITIES

Jozini Local Municipality is affected by various challenges faced by communities not only in its area of jurisdiction but also in the country as a whole. The Municipality is therefore aware of the national strategies and Programme of Action to meet them. The national government's targets for 2014, which were key components in preparing this IDP, are as follows:

- ✚ *The reduction of unemployment by half;*
- ✚ *The reduction of poverty by half;*
- ✚ *The provision of skills required by the economy;*
- ✚ *Ensuring that all South Africans are able to fully exercise their constitutional rights and enjoy the full dignity of freedom;*
- ✚ *The provision of a caring government service to the people;*
- ✚ *Reducing the number of serious and priority crimes and cases awaiting trial,*
- ✚ *Improving services to achieve a better national health profile and reduction of preventable causes of death; and*
- ✚ *Positioning South Africa strategically as an effective force in global relations.*

## THE NEW GROWTH PATH

The main thrust of The New Growth Path is identification of strategic areas where employment is possible, then it analyses the policies and institutional developments required to take advantage of employment opportunities. The Municipality through EPWP is ensuring that it aligns itself with the proposals for the New Growth Path.

# **SECTION C: SITUATIONAL ANALYSIS**

## C.1. DEMOGRAPHIC CHARACTERISTICS

### C.1.1. DEMOGRAPHIC INDICATORS

DEMOGRAPHIC INDICATORS	CENSUS 2011	CS 2016	Source
<b>Population size</b>			
Total population	186 502	198 215	StatsSA
Growth rates	0.9%		StatsSA
Change (%)	0.12		StatsSA
<b>Population distribution</b>			
Population density	52 persons/ km <sup>2</sup>		StatsSA
Urban	4.9%	8,492	StatsSA
Farms	0.2%	990	StatsSA
Traditional	94.9%	188,733	StatsSA
<b>Population composition</b>			
Young (0-14)	41%	82 344	StatsSA
Working age (15-64)	55%	75 967	StatsSA
Elderly (65+)	4%	6 824	StatsSA
Sex ratio (women/100 men)	85.8%		StatsSA
Dependency ratio	82.4%		StatsSA
Disabled (%)			
<b>Fertility rates*</b>			
Total fertility rate*			StatsSA
Adolescent fertility rate*			StatsSA
Crude birth rate*			StatsSA
<b>Mortality rates*</b>			
Total mortality rate*		1008	StatsSA
Under 5 mortality rate*			StatsSA
Infant mortality rate*			StatsSA
Leading cause of death*			StatsSA
HIV prevalence rate			Health
<b>Life expectancy*</b>			
Males*			StatsSA
Females*			StatsSA
Human Development Index			Derived
<b>Population groups</b>			
Black African	99.2%	197,489	StatsSA
Coloured	0.1%	134	StatsSA
White	0.3%	478	StatsSA
Indian/Asian	0.1%	114	StatsSA

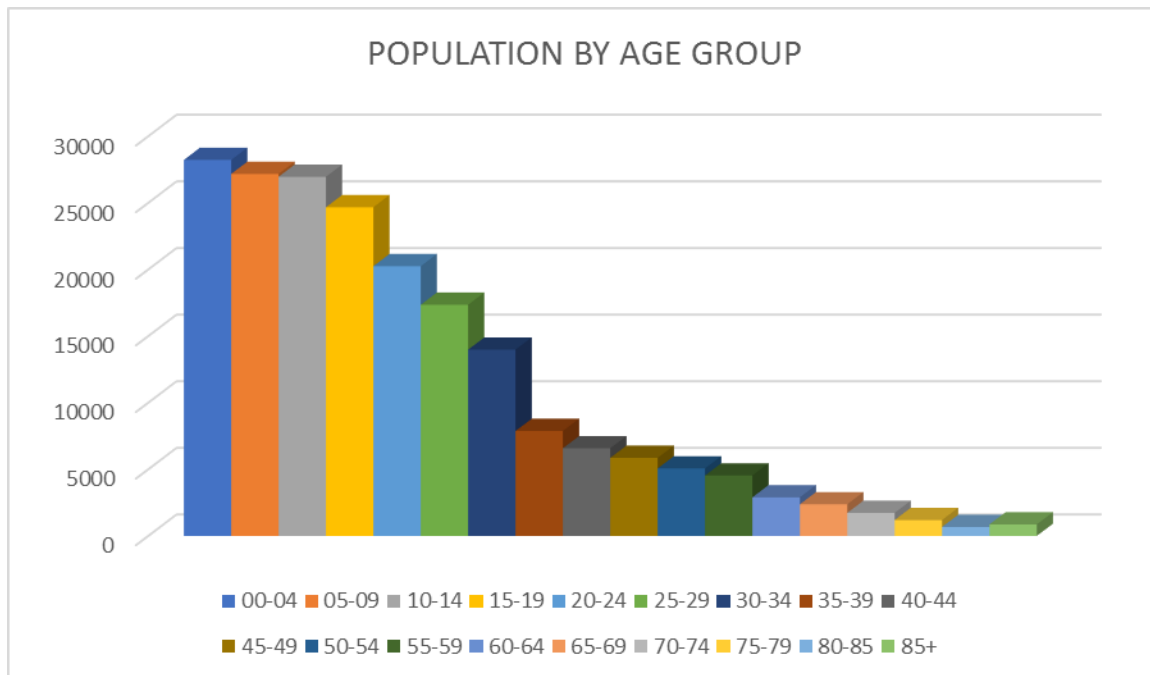
\* need to follow-up if these variables will be available at municipal level for Census 2011. If not provincial figures to be used as a proxy

SOCIO-ECONOMIC INDICATORS	CENSUS 2011	CS 2016	Source
<b>Households and services</b>			
Average number of rooms			StatsSA
Average household size	4.7	4.4	StatsSA
Female headed households	53.7%		
Child headed household	1.8%		
Access to piped water	10.9%	20 793	StatsSA
Access to electricity	29.1%	18 560	StatsSA
Access to sanitation		13 596	StatsSA
Tenure status (% owned)	38.9%		StatsSA
<b>Educational status</b>			
Literacy rate	27%		StatsSA
Attending educational institution			StatsSA
No schooling	27.4%		StatsSA
Primary enrolment rate			Education
Teacher: learner ratio			Education
Secondary enrolment rate			StatsSA
% Completed matric	25.2%		StatsSA
Matric pass rates			Education
% Completed higher education	5.1%		StatsSA
<b>Employment status</b>			
Labour absorption rate			StatsSA
Unemployment rate (official)	44.6%		StatsSA
Unemployment rate (by sex)			StatsSA
Unemployment rate (youth)	53%		StatsSA
Labour participation rate			StatsSA
Main occupation sector			StatsSA
<b>Income status</b>			
Average household income			StatsSA
Indigent households (below R800)			StatsSA
Social grant recipients			
Deprivation index			StatsSA
Gini coefficient			Derived
<b>Safety and security</b>			
??			SAPS
<b>Travel and transport</b>			
??			

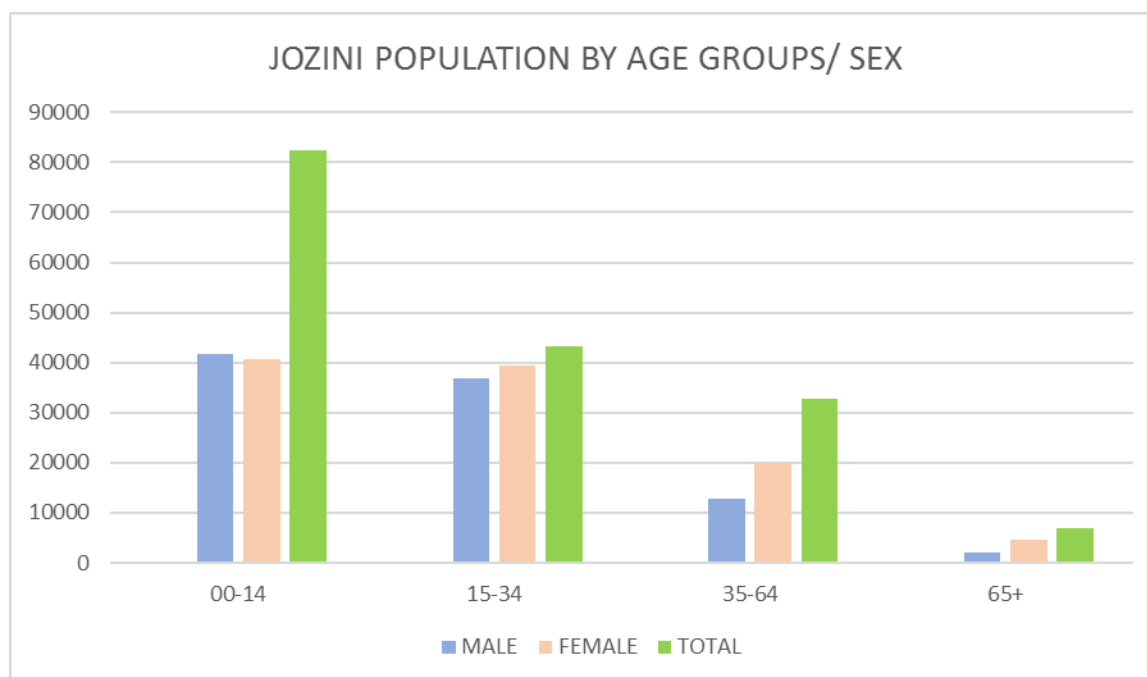
### C.1.2. KEY FINDINGS (INCLUDING TRENDS)

Jozini Local Municipality is under UMkhanyakude District Municipality, located in the north-eastern part of KwaZulu Natal. The municipality shares a border with Swaziland to the west and Mozambique to the north. It covers 3057 km<sup>2</sup> of the total area of UMkhanyakude District Municipality. Jozini was predominantly a rural municipality with 89% of the population residing in rural areas under the jurisdiction of traditional authorities.

80 % of the municipality's population falls in the age groups 0 to 34 years. This is a very young population that have serious implications for service delivery and the provision of (especially social) facilities in the municipal area. The implications of a young population in an area is high requirements for social services; educational and employment opportunities.



AGE GROUP	MALE	FEMALE	TOTAL
00-14	41 608	40 736	82 344
15-34	36 787	39 454	76 241
35-64	12 790	20 016	32 806
65+	2 098	4 726	6 824



Main dwelling that household currently lives in	
Formal dwelling/house or brick/concrete block structure on a	20,563
Formal dwelling/house/flat/room in backyard	4,343
Traditional dwelling/hut/structure made of traditional mater	13,111
Flat or apartment in a block of flats	3,655
Cluster house in complex	21
Townhouse (semi-detached house in a complex)	30
Semi-detached house	274
Informal dwelling/shack in backyard	1,100
Informal dwelling/shack not in backyard (e.g. in an informal	568
Room/flatlet on a property or larger dwelling/servant's quart	311
Caravan/tent	13
Other	596
Unspecified	0

* Refuse removal	
Removed by local authority/private company/community members at least once a week	2,224
Removed by local authority/private company/community members less often than once a week	669
Communal refuse dump	692
Communal container/central collection point	91
Own refuse dump	33,081
Dump or leave rubbish anywhere (no rubbish disposal)	5,535
Other	2,292
Total	44,584

MAIN SOURCE OF ENERGY FOR COOKING	
Electricity from mains	17,804
Other source of electricity (e.g. generator; etc.)	45
Gas	1,927
Paraffin	27
Wood	23,059
Coal	0
Animal dung	10
Solar	964
Other	296
None	453
Unspecified	0

MAIN SOURCE OF ENERGY FOR LIGHTING	
Electricity from mains	18,767
Other source of electricity (e.g. generator; etc.)	27
Gas	116
Paraffin	78
Candles	23,372
Solar	1,783
Other	58
None	340
Unspecified	44
Total	44,584

MAIN SOURCE OF ENERGY FOR HEATING	
Electricity from mains	16,580
Other source of electricity (e.g. generator; etc.)	27
Gas	1,471
Paraffin	59
Wood	20,814
Coal	79
Animal dung	15
Solar	1,287
Other	640
None	3,590
Unspecified	23
Total	44,584

ELECTRICITY	
Yes	18,305
No	23,478
Unspecified	2,801
Total	44,584

RACE	POPULATION
Black African	197,489
Coloured	134
Indian/Asian	114
White	478
Total	198,215

Urban	8,492
Farms	990



Traditional	188,733
Total	198,215

## DENSITY

The municipality has a fairly low average population density with the expected high density areas of the primary node and the traditional authority areas. This pattern has a positive effect on service delivery as the higher the density the more economical can service delivery be done

### Population growth

Gender	Population 2011	Population 2016
Male	86,116	93,282
Female	100,386	104,933
Total	186,502	198,215

Source: Stats SA Community Survey 2016

The information from STATSSA Census 2011 and Community Survey 2016 indicates an annual population growth rate of 1,226% per annum for the period 2011 to 2016.

WARD	POPULATION		WARD	POPULATION
1	7173		11	8094
2	8144		12	10401
3	9422		13	10775
4	8292		14	11634
5	13677		15	8465
6	6939		16	9494
7	9574		17	10425
8	8504		18	7939
9	9506		19	8813
10	11085		20	8148

Source: Stats SA Census 2011

## C.2. CROSS CUTTING ISSUES

### C.2.1. REGIONAL CONTEXT

Jozini Municipality is located in Northern KwaZulu Natal and borders Swaziland and Mozambique. Jozini Municipality falls within the UMkhanyakude District Municipality and covers an area of 3073.08 km<sup>2</sup>. This equates to approximately 32% of the area of the district. The Lebombo Mountains and Makhatini Flats provide some diverse and beautiful terrain rich in local resources including water features and even fossil sites. The name Jozini means place of spears and is attributed to the many spears found in the caves in the area that were used during ancient wars.

Jozini Municipality borders the following municipal areas:

- Umhlabuyalingana Local Municipality to the East
- Hlabisa and the Big 5 False Bay Local Municipalities to the South
- Portions of the Greater St Lucia Wetland Park to the South
- The Uphongolo Local Municipality (Zululand District) to the West
- Mozambique to the North
- Swaziland to the West

## ADMINISTRATIVE ENTITIES

The Jozini Municipality has 20 municipal wards and 7 Traditional Authority Areas. The following is a list of Traditional Councils in the Jozini Municipality:

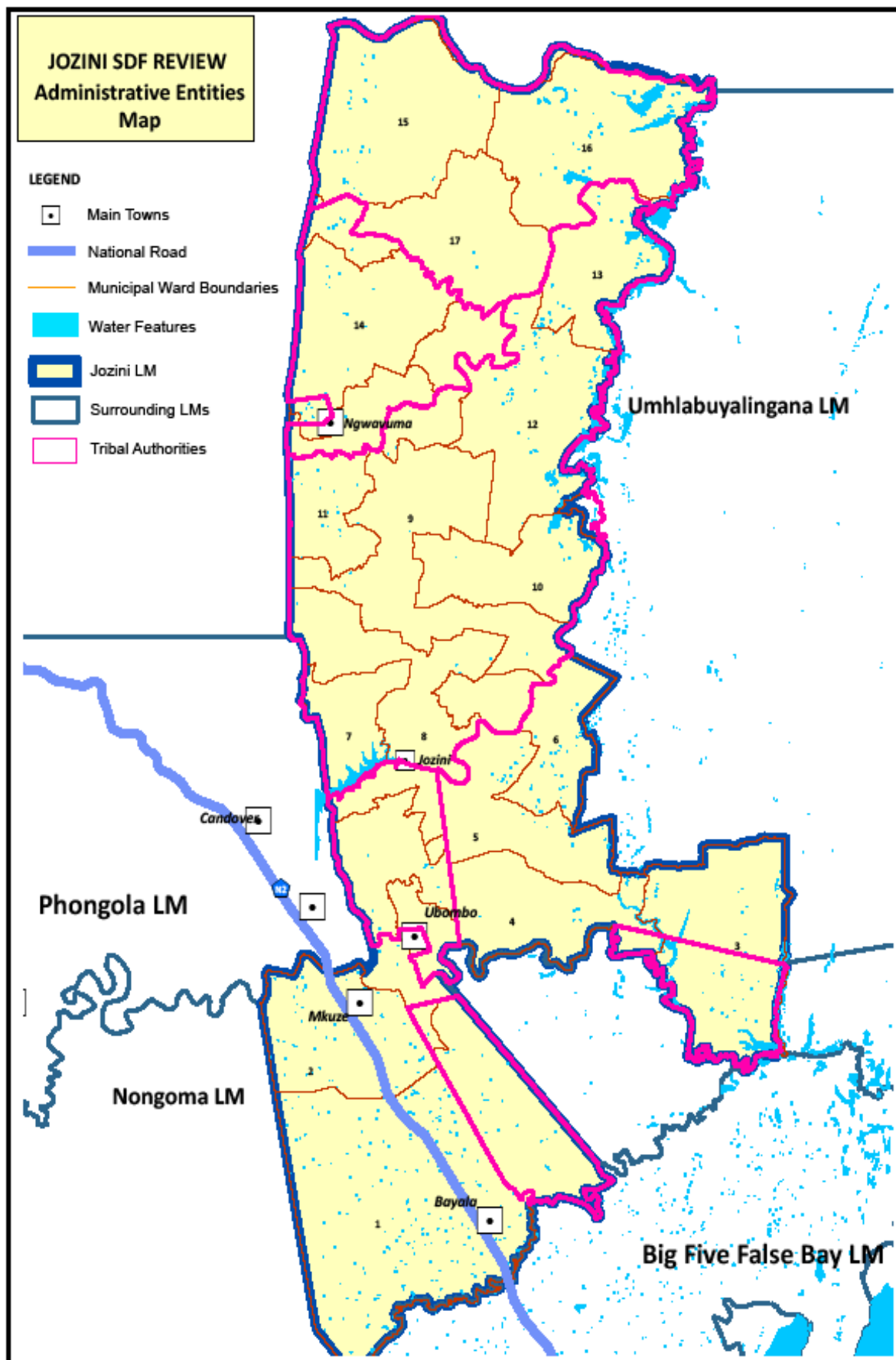
- ✚ Mathenjwa
- ✚ Mngomezulu
- ✚ Nyawo
- ✚ Myeni-Ntsinde
- ✚ Jobe
- ✚ Myeni- Ngwenya
- ✚ Siqakatha (Gumede)

The Jozini Municipality also has a portion of State owned land within its area of jurisdiction.

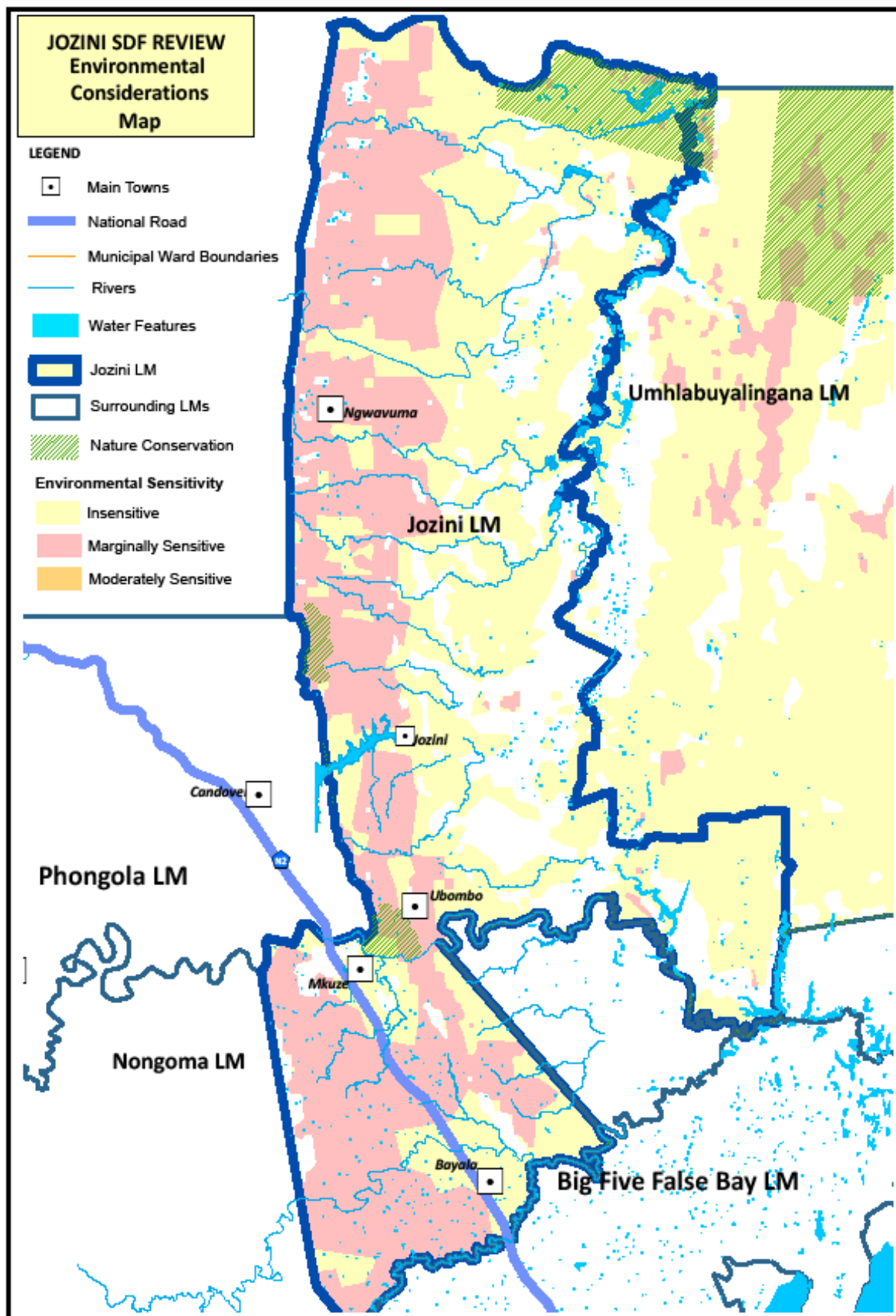
Apart from the Administrative entities that appear in the above map, the Jozini Municipal area also boasts a number of environmentally sensitive areas, i.e.:

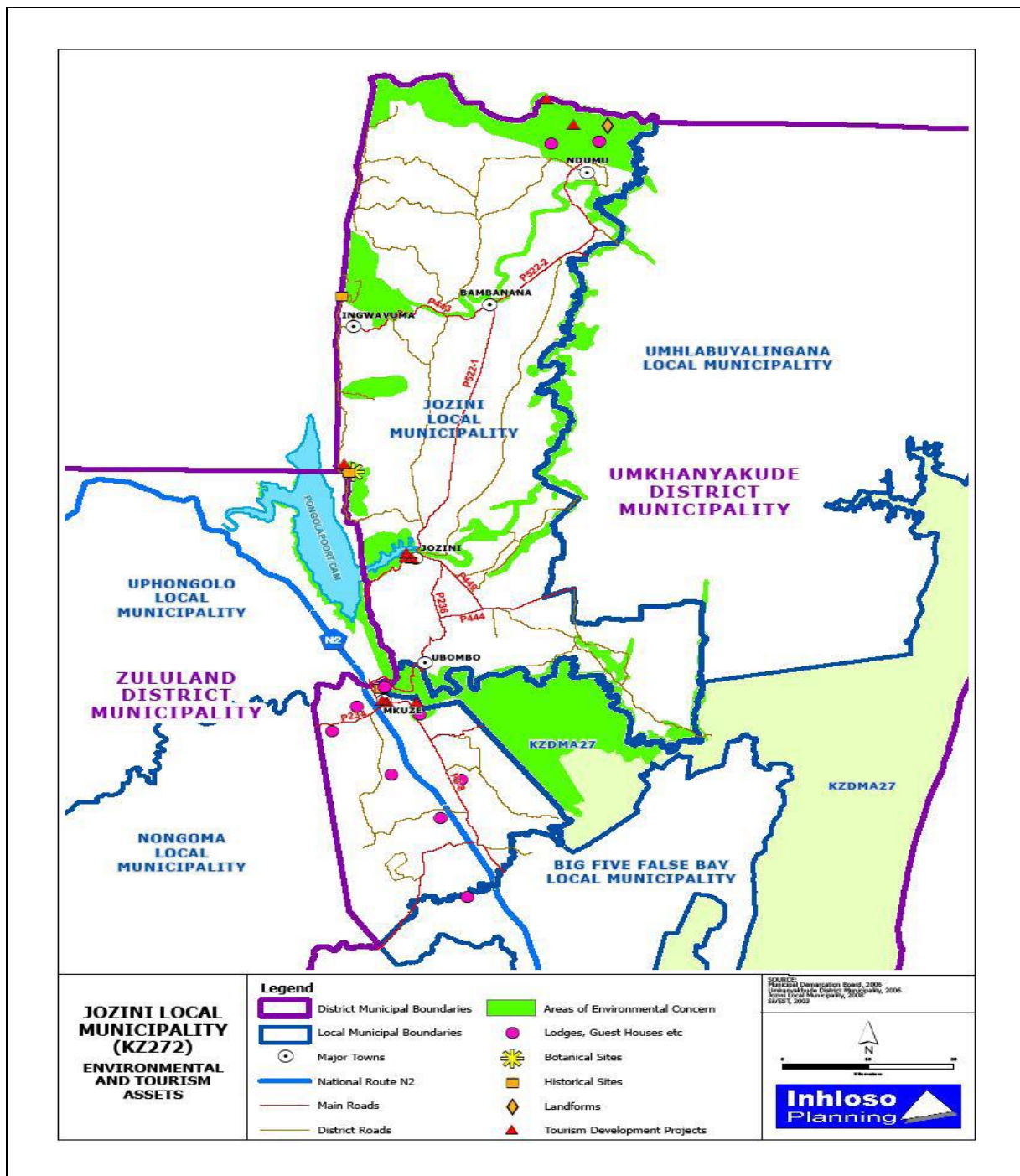
- ✚ Game Farms
- ✚ Protected Environmentally Sensitive Areas
- ✚ Non-Protected Environmentally Sensitive Areas
- ✚ Ezemvelo Wildlife Protected Areas
- ✚ Areas of High Intrinsic Biodiversity Value

The location of the above are shown on the Environmental Considerations and the Environmental and Tourism Asset maps on the following pages.









## STRUCTURING ELEMENTS

- Pongola River
- 2 nature reserves (Ndumo which borders Jozini and Mhlabyalingana; Mkhuze which borders Jozini and Big Five)
- Terrain (borders Ingwavuma and Swaziland)

- Jozini dam

## EXISTING NODES AND CORRIDORS

Investment points (Nodes) are the existing and future growth points and centers of population concentration within the municipality. They form the bases for the allocation of funding and resources as well as the rollout of service delivery. It is crucial to build upon such investment points we also find a clustering of certain activities such as shops, schools, churches, community halls and clinics. The table below contains the hierarchy of investment points for Jozini:

Primary nodes	Secondary nodes	Tertiary nodes
Mkhuze Jozini	Ingwavuma Ubombo Bhambanana Ndumo	Ophansi Manyiseni Makwakwa Emabhanoyini

**Mkhuze:** is the economic hub of the municipal area and will remain the focus for future development. Mkuze town is central located and it served by major road such as the N2 which links it with Hluhluwe, Mtubatuba, Richards Bay towns. There is an influx of major services such as offices, residential development and commercial uses has led to Mkuze being the major investment node within the area of Jozini Municipality.

**Jozini:** is the second economic hub within the area of jurisdiction of the Jozini municipality, however the topographical constraints and land tenure issues has led to flee of potential investors to other areas.

**Rural Areas:** rural areas are characterized by extensive commercial and subsistence farming, mainly crop production and cattle farming.

## MOVEMENT PATTERNS AND ROUTES

Investment Links are the activity spines of the municipality as well as they provide access to services and encourage economic development thereby improving the living conditions of local municipalities. Such spines link areas/destinations and carry varying volumes of traffic. In the Jozini context, the following hierarchy of investment links has been identified:

- ✚ National link (the N2)
- ✚ Primary Investment link
- ✚ Potential Primary Investment Link
- ✚ Secondary Investment Link



- ✚ Potential Secondary
- ✚ Tertiary Investment Link

The above links are all shown on the accompanying spatial development framework map. Both the potential primary and secondary investment links should be noted. The former instance the link to Swaziland off the Bhambanana Ingwavuma road through the Cecil Mark Pass and secondly the route parallel and to the east of the N2. The potential secondary investment link between Ubombo and Jozini has been identified considering the route.

### **UMkhanyakude District New Corridor Names**

- ✚ NORTH - SOUTH CORRIDOR (N-2)  
(Richards Bay – Mtuba/Hlabisa – Hluhluwe – Mkhuze – Golela)
- ✚ CULTURAL HERITAGE CORRIDOR  
HLABISA – NONGOMA (Gateway to the Kingdom)
- ✚ BORDER HERITAGE CORRIDOR  
(Cecil Mack Pass – Ingwavuma – Bhambanana – Ngwanase – Kosi Bay)
- ✚ ZULU OCEAN CORRIDOR  
(Richards Bay – St Lucia – Hluhluwe – Kosi Bay to Maputo)
- ✚ AILE OF KINGS HERITAGE CORRIDOR  
(Liberation Route: Jozini/N2 Turnoff – Sikhandane – Gwaliweni – Ingwavuma – Cecil Mack Pass)
- ✚ MAPUTALAND AEROTROPOLIS CORRIDOR  
New City Corridor (Emabhanoyini)

## **LAND COVER AND BROAD LAND USES**

The current land uses evident in the municipal area relate to the places people live, the manner in which they live as well as the manner in which they use the land. As such, the following broad, and related, land uses are evident in the Jozini municipal area.

- ✚ Wetlands and waterbodies associated with the Pongola River and its course in a northerly direction towards Mozambique as well as the Mkuze River along the southern boundary of the municipality.
- ✚ Some, although rather limited, unimproved grassland and barren rock.
- ✚ Forests and Woodlands are located along the ridge of the Lebombo Mountains as well as along the Mkuze River.
- ✚ The distribution of cultivated land in the municipality is limited.
- ✚ Some areas of the municipality are degraded land.

LAND COVER	HACTARES	PERCENTAGE
Airfields	6.5	0.0
Bare rock and sand	506.2	0.1
Bushland and woodland	191521.8	55.6
Forest	7397.9	2.1
Grasslands	62511.5	18.2

LAND COVER	HACTARES	PERCENTAGE
Natural water bodies	2112.0	0.6
Plantations	25.3	0.0
Wetlands	5858.3	1.7
Mines and Quarries	31.9	0.0
Dams	1066.7	0.3
Commercial-orchards	19.2	0.0
Commercial- Pineapples	78.2	0.0
Commercial- Sugarcane	7441.8	2.2
Commercial- Agriculture	972.9	0.3
Dense settlements	1191.0	0.3
Low density settlements	12079.8	3.5
Scattered low density settlements	47658.2	13.8
Railways	87.8	0.0
Roads	3612.0	1.0
TOTAL	344179.2	100

The above table illustrates in detail the extent of the various land uses. From the table, it is evident that bushland and woodland occupy the majority (55.6%) of the land in Jozini LM and settlements occupy approximately 17.6%.

## LAND OWNERSHIP

The Jozini LM covers approximately 32% (2 138 km<sup>2</sup>) of the total area of uMkhanyakude District Municipality. About 60% of Jozini falls under Ingonyama Trust ownership with four tribal courts which are recognized as being custodians of the land. There also exists a significant area of State land which surrounds the Pongola River.

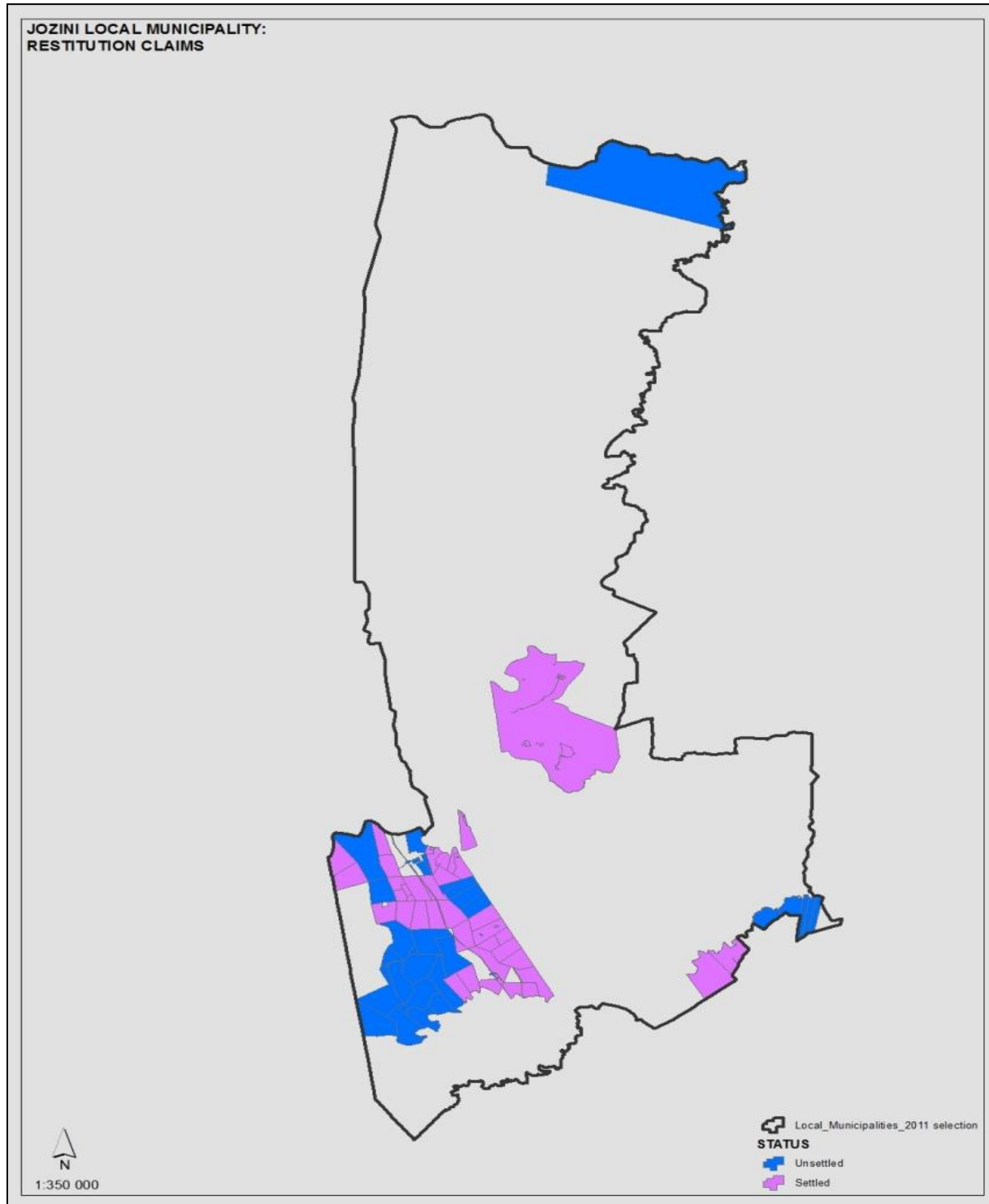
Conservation areas within Jozini LM include, iSimangaliso Wetland Park the Mkuze Game Reserve, the UBombo Mountain Reserve, the Hlatikhulu Nature Reserve, the Manguzi Forest Reserve and Ndumo Game Reserve.

Discussions for the establishment of formal town areas for Jozini, Bhambanana, etc are still ongoing.



## LAND REFORM

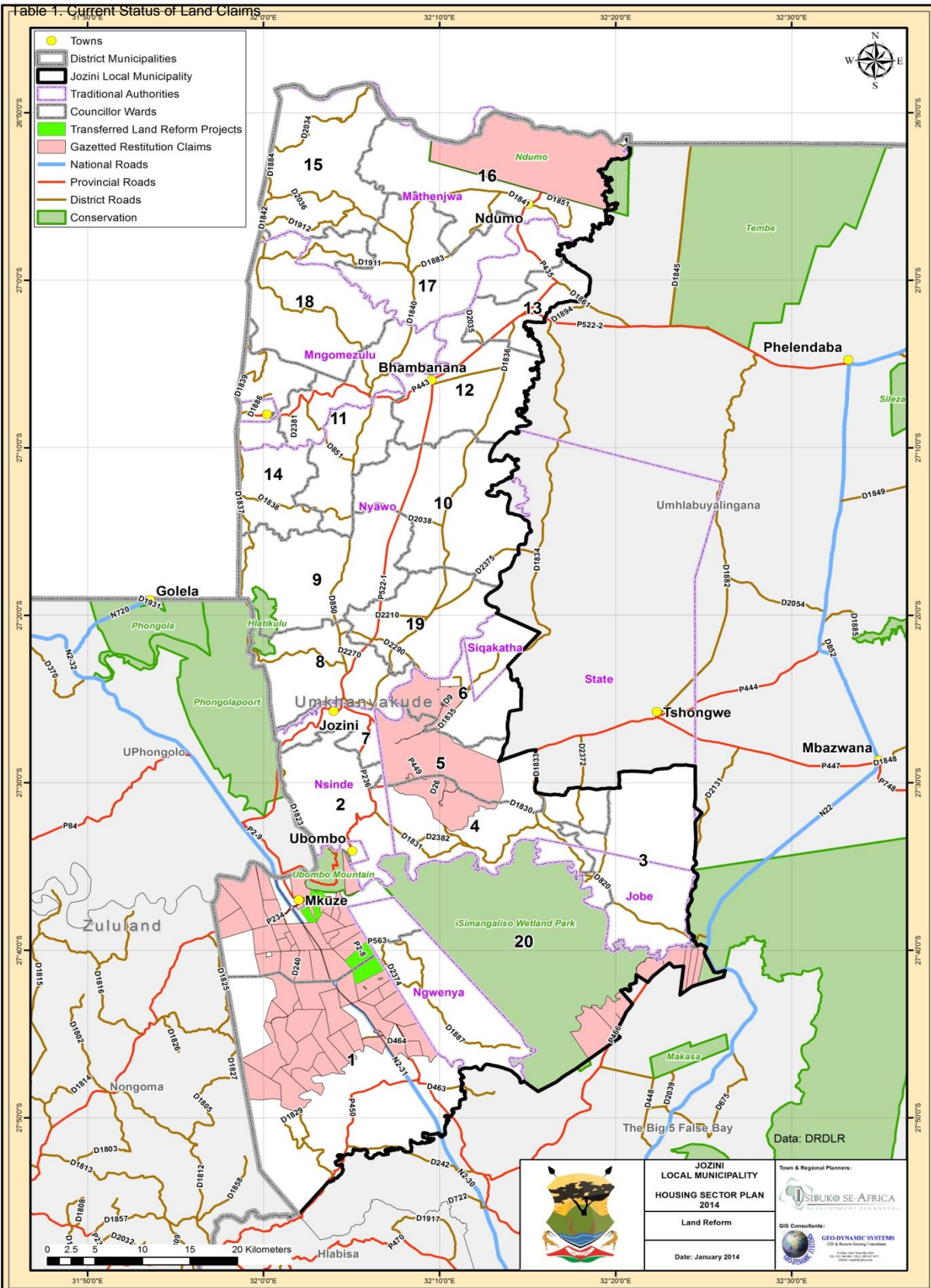
Map. Land Restitution Claims



Source: Land Claims Office, 2014



## Map. Land Reform



Status of Claim	Description	Type of Claim	Reference No.	No of Claims
<b>Negotiations</b>	Rural	Community	KRN6/2/2/E/15/0/0/14 & 17	2
<b>Valuations</b>	Rural	Community	KRN6/2/2/E/28/0/0/18	1
<b>Research</b>	Rural	Community	KRN6/2/2/E/12/0/0/13, 12/0/0/1	2
<b>Research</b>	Rural	Community	KRN6/2/2/E/12/0/0/3	1
<b>Gazetted</b>	Rural	Community	KRN6/2/2/E/15/0/0/18, 15/0/0...	1
<b>Draft S42D</b>	Rural	Community	KRN6/2/2/E/43/0/0...	1

Source: Department of Rural Development and Land Reform, 2014

The first map above presents the locality of all land restitution claims within Jozini LM. It is seen that the majority of settled claims are located towards the southern portion (Mkuze Town) of Jozini LM while a few unsettled are located towards the north in the Ndumo area. The above table indicates the state of land claims within the Jozini Municipality. 8 land restitution claims were lodged and only 1 has been gazetted.

## ENVIRONMENTAL ANALYSIS

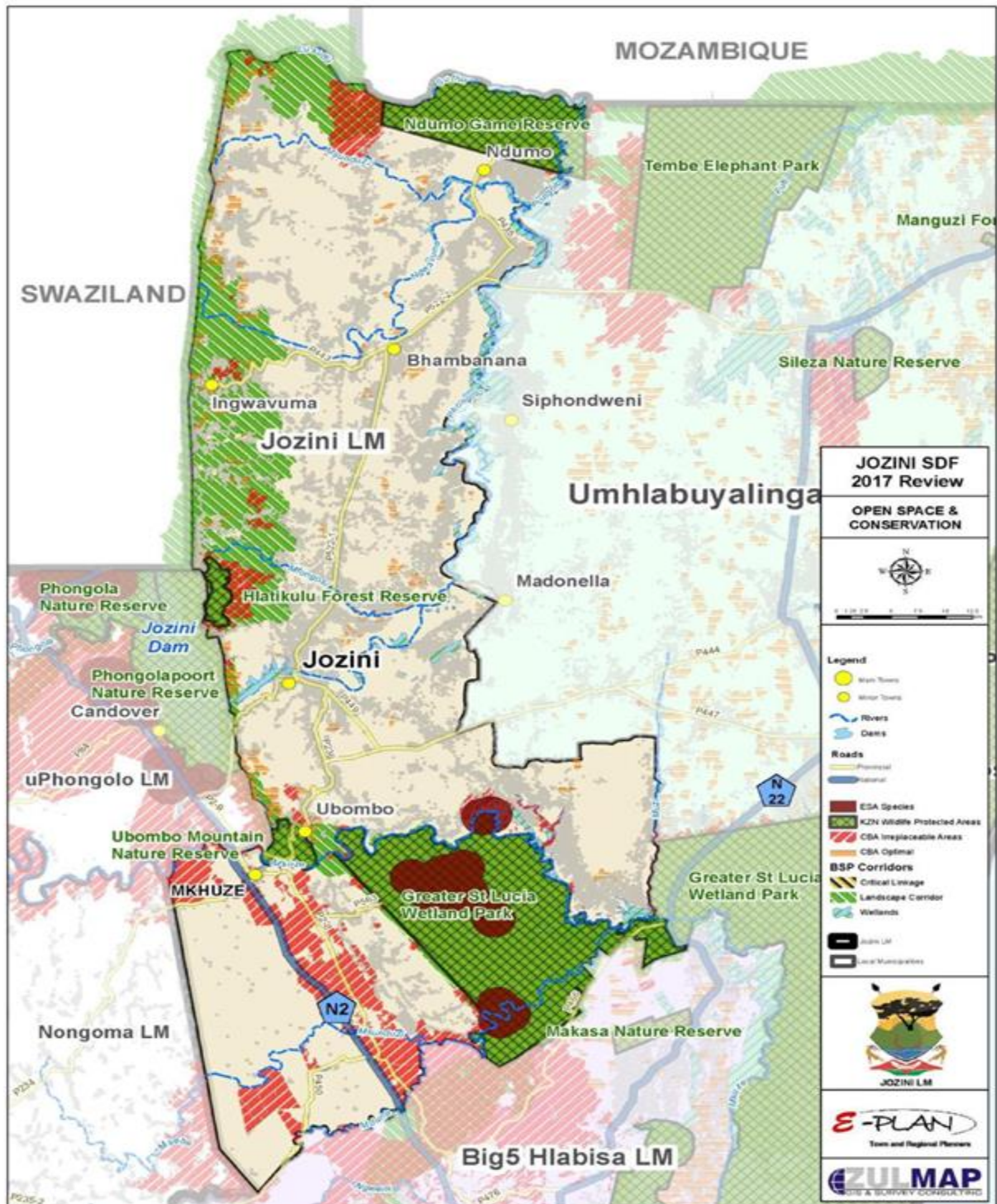
### BIODIVERSITY (INCLUDING PROTECTED AREAS)

The factors responsible for high levels of biodiversity present in the area are also responsible for the high levels of biodiversity present in the vegetation. The uMkhanyakude District is part of the Indian Ocean phytogeography region and is a regional transition zone and a regional mosaic. Flora comprises a mixture of several floristic elements and communities and differs substantially from that of surrounding regions. Vegetation is exceptionally diverse and ranges from forest, thickets and woodlands to grassland and swamps depending on topography and edaphic conditions. These can be classified into 15 discrete vegetation types. Of at least 2180 vascular plant species, 225 species are endemic or near endemic to the Jozini area.

Biodiversity in the municipality is under pressure because of land conversion, climate change, unsustainable harvesting of natural resources and the wide spread of alien species. Natural resources provide opportunities for economic empowerment through sustained agriculture, ecotourism, indigenous plant use etc.



## Biodiversity Map



## HYDROLOGY

Jozini has an abundance of natural water resources. Major rivers include the Pongola River, the Ingwavuma River, the Mkuze River, and the Usuthu River, of these only the Usuthu and Pongola Rivers are perennial. The Pongola is the most important river in Jozini as it traverses the full length of the area. The flooding of the Ingwavuma and the Usuthu dam up the waters of the Pongola, resulting in an area of deep flooding during peak floods and the infilling of plains. Local Mountain drainage comprises a number of seasonal streams that drain the dip-slope and scarp-slope faces. Some of these streams have perennial pools. In spite of this apparent abundance of water, there is some concern about the provision of potable water to rural areas.

The town of Mkuze obtains its water from the Mkuze River and a small dam. The River originates in Northern KwaZulu-Natal and flows through the Lebombo Mountains, across the coastal plain into Lake St Lucia. It is approximately 290km long and has a drainage basin of 4820 km<sup>2</sup> but is not a reliable water source. The dam referred to is privately owned and arrangements for abstraction are of a temporary nature and it is considered to be an unstable water source. The town UBombo also gets its water from the Mkuze River and a number of boreholes that are not reliable. As such, the towns of Mkuze and UBombo do not have sufficient potable water to sustain their respective populations. This has resulted in restrictions and the occasional total cessation of their water supply (uPhongolo Sub-Regional Plan, 1999).

According to the Department of Water Affairs and Forestry, water from the Pongolapoort Dam is of excellent quality, but its total dissolved solid is low which means that it is very aggressive on steel. Floods are simulated twice a year and, if possible, synchronised with the high flows of the Usutu River to obtain the maximum flood effect. The Pongolapoort Dam supplies water for the Tshongwe-Malobenzi water scheme as well as scheme villages. The Pongola River Flood Plain has a series of pans that flood seasonally. The Pongola River is a major water source supplying the whole Shemula Scheme. The town of Jozini obtains water from the Jozini Water Treatment plant, which is presently operating at full capacity (uPhongolo Sub-Regional Plan, 1999).

## AIR QUALITY

Due to the rural nature of the municipality; air quality issues in the Jozini are less prevalent. The presence of sugar cane farming suggests that there is a need of a seasonal check-up and regulatory mechanisms on the burning of sugarcane farms.

## CLIMATE CHANGE

Jozini area is characterised by seasonal dry winters and wet summers with periodic flooding. The summer temperature ranges from 23° to 40°, while winter temps range from 16° to 26°. Mean annual rainfall is 600mm and 800mm along the Lebombo Mountains which fall within a moist belt. The annual average evaporation is approximately 1660mm with evaporation highest during the winter and early spring months.

## WASTE MANAGEMENT ANALYSIS

### LANDFILL SITES

Following the closure of iSibandlana and Ingwavuma waste disposal sites, Jozini municipality has one waste disposal site, i.e. Mkuze Waste Disposal site. While the said 2 sites have been closed; there is still element of illegal dumping taking place on the sites.

### LANDFILL SITES LOCATION MAP WITHIN JOZINI LM



The status of the 3 sites is indicated in the table below:

Name of Facility	Status	Licence NR	Capacity of site	Available airspace
Mkhuze Waste Disposal	Operational	Not Licensed	6300	3.55yrs
Sibandlane Waste Disposal	Closed	Licensed for closure	1500	2.27yrs
iNgwavuma Waste Disposal	Closed	Licensed for closure	1350	5.77yrs

### MKHUZE LANDFILL

Mkhuze landfill site is situated approximately 3 km outside the town of Mkhuze. The site is 70m x 30m and has a life expectancy of approximately 3.5 years. The Jozini municipality is the owner and operator of the site. There are no permanent staff on site and irregular burning occurs. The public is not charged to dispose and no records are kept of traffic. The Mkhuze landfill site has no signage to the site and is not fenced off. The waste requires daily coverage and a TLB.



### ISIBANDLANA LANDFILL

The Jozini landfill site is owned and operated by the Jozini municipality. The site is 80m x 75m and has a life expectancy of 2 years. There are no permanent staff on site and irregular burning occurs. The site is situated in a quarry on a steep cliff. The quarry has been in operation since 1970. This is not an ideal location in terms of:

- Visual amenity (proximity to the road),
- Site expansion, and also the,
- There is a possibility that the storm water could run downwards into the quarry mouth,
- There is no cover material.

The landfill site was once fenced however the fence and the gate was stolen. The site has since been closed subsequent to the DEA waste disposal site licensing process, wherein it was licensed for closure. However, there is still element of illegal dumping on the site.

#### INGWAVUMA LANDFILL

Ingwavuma Landfill site is situated approximately 15km to the North East of the town of Ingwavuma. The dimensions are approximately 60m x 45m. The site is partly fenced with steel wire. There is an access gate at the entrance which is not monitored. The Municipality is the owner and operator of the site. There are two appointed persons on site from 0700 – 1600 Monday to Friday. Domestic waste is then disposed of on site and burned when necessary. The waste is not covered as in accordance with DWAF requirements. The approximate life-span of the existing site is 5 years, but expansion in all directions is possible. Burning also minimizes the volume of the waste. Due to the distance to the site, the public does not make much use of it.

#### UMKHANYAKUDE DISTRICT-WIDE WASTE DISPOSAL SITE COMPLIANT CHECK

On a quarterly basis the uMkhanyakude Environmental Management Unit conduct a waste disposal site compliant check exercise on all waste disposal sites within the District. This to determine the level of improvement within which municipalities manage their waste disposal sites. Since almost all waste disposal sites are illegal, there is poor compliant with most of the checklist indicators.

The waste disposal compliant check for Jozini Waste Disposal sites is further highlighted in the table below. It should however be indicated that 2 sites (iSibandlane and iNgwavuma) has since been closed subsequent to the DEA licensing of illegal waste disposal sites project. As such, currently the Jozini municipality utilizes the Mkhuze waste disposal which is itself illegal and unlicensed.

UMKHANYAKUDE DISTRICT-WIDE WASTE DISPOSAL SITES COMPLIANT CHECK																		
Indicators>>>>>	License	Operating Plan	Access	Register	Access control	Liner	Controlled disposal	Cover	Equipment	Personnel	Leachate management	Stormwater management	Groundwater monitoring	Audits	Nuisance	Monitoring committee	Waste Information	Recycling activity on site
Name of the Site																		
Mkhuze Waste Disposal Site	X	✓	✓	X	✓	X	✓	✓	✓	❖	X	X	X	X	X	X	X	❖
iSibandlane Waste Disposal Site	•	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
iNgwavuma Waste Disposal Site	•	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

LEGEND:	
❖	Fully-compliant
✓	Partially compliant, but not a significant detrimental impact
X	Not compliant and/or significant detrimental impact
•	Licensed for closure

## RECYCLING, REUSE, RECOVERY AND WASTE MINIMIZATION INITIATIVES

The municipality does not have any recycling policy for either its municipal staff nor for the municipality as a whole. Domestic waste at all the landfill sites was observed to contain large amounts of recyclable material despite the recycling activities. This included plastics and paper grades. General waste at households was observed to contain a large amount of recyclable material. This included plastic and paper grades. There are no accurate records of the quantities of waste generated in different areas of the municipality. It is therefore not possible to set recycling, reuse, recovery and minimization targets.

The Jozini Recycling Centre was established with Assistance from the Belgium Government to recycle paper and plastic waste from the Jozini area, unfortunately the site is underutilized. Due to poor management by the municipality the recycling centre has not been utilized for its intended function. New S.A Waste Management and Recycling Service” was once among other recyclers who operated the recycling centre, where cardboard boxes, and plastics were recycled. They had however had a number of problems associated with high transportation costs associated with the distance to the main depot in Durban.

The municipality should resuscitate and refurbish the Jozini recycling centre and it should also encourage green waste/compost treatment at the Recycling Centre. Facilities to deal with green waste are available but underutilized at the recycling centre.

The municipality needs to consider the implementation of a policy to govern recycling, waste minimization, and reuse activities. Recovery operations for plastic and paper at the landfill site / recycle center need to be improved to increase the amounts of recyclable materials recovered from the landfill site. Recovery of recyclable materials needs to be encouraged at homes and business focal sources. This will reduce the amounts of recyclable waste to landfill site.

Public education campaigns required to promote and educate on benefits of recycling. Municipality needs to consider additional public private initiatives to encourage waste recycling and reuse. This could include promoting recycling of waste in outlying settlement areas and having these removed initially by the municipality. Eventually this activity could be contracted out or ‘sold’ to a private recycler. The municipality needs to conduct a detailed study to understand the percentages of recyclable materials that form a part of the general waste stream from residential and business areas. This study should also consider what system to employ for removal of these wastes from residential areas to central areas in the municipality, and hence sale to other areas. An accurate method of recording waste dropped off at the landfill sites needs to be established (weighbridge at the landfill). the existing Mkhuze site and the proposed Regional landfill site must also prioritize this.

## ILLEGAL DUMPING

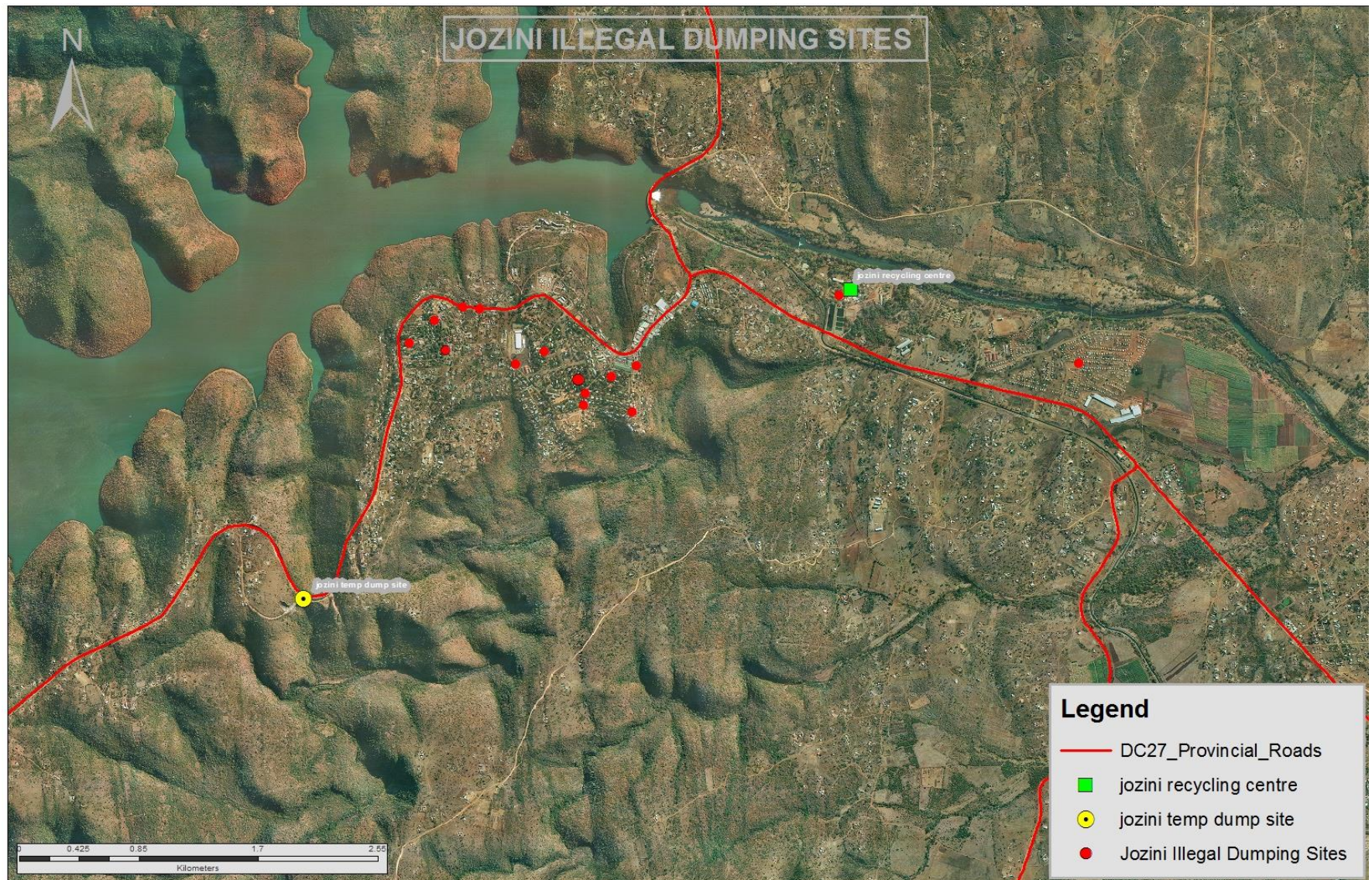
Jozini has been identified as one of the dirtiest municipality in the District. Illegal dumping and litter is rife in the municipality, impacting negatively on the Tourism Sector, which is one of the 2 main economic drivers in the municipality. The perpetrators of illegal dumping are Individuals, households, waste transporters, businesses/industries, builders and demolishers. Contributors to illegal dumping includes:

- Lack of community pride and lack of respect for law, people and land they live in
- Avoiding of cost to transport and pay at disposal/landfill sites
- Lack of proper waste collection services

The following General Provisions should apply to areas where illegal dumping takes place:

- ✚ Measures to counter act illegal dumping to be considered (instituting waste collection service in affected area, developing bylaws, law enforcement activities, education and awareness).
- ✚ Providing a waste collection service in areas previously not serviced.
- ✚ Public Awareness (Reduce Reuse Recycle) via schools, shopping centres, pay points.
- ✚ Public private initiatives - Clean up campaigns including those organized with religious organizations, recycling forums.
- ✚ Sign posting areas where frequent dumping occurs.
- ✚ Identifying known hot spots.
- ✚ Policing / managing known dumping hot spots.







## MUNICIPAL ENVIRONMENTAL CAPACITY ANALYSIS

### ENVIRONMENTAL GOVERNANCE

The prioritization and consideration of environmental management issues in a municipality depend on a functional environmental governance structure. In the absence of a functional structure the likelihood is that environmental management issues would not be taken into consideration, and in some cases the end result would be absence of environmental management policies/plans. In cases where there are some environmental management policies/plans; the absence of a functional environmental management unit and a dedicated environmental management official would most likely result in lack of integration of such a plan into municipal planning processes (the IDP) which in turn leads to poor or non-implementation of the plan.

### HUMAN RESOURCE CAPACITY

Thu Jozini municipality has a functional Environmental Management Unit, with an Environmental Management Post filled. However there is no provision of Waste Management Officer Post in the organogram. This leaves the Environmental Management Manager having to manage mostly waste management work.

There is one site foreman who is responsible for all three landfill sites. There are 4 drivers (who are considered full time workers). There are 65 general workers who assist with waste collection, street sweeping etc who are paid a daily rate. Eighty percent of time is dedicated to waste litter picking, street sweeping, verge cutting and storm water drain cleaning. Twenty percent of the time is used for other non-waste functions such as moving furniture, cleaning grass and organizing and placing of drums.

There is a need to appoint a **Waste Officer**, to coordinate all activities related to waste management in terms of the Waste Act.

### ENVIRONMENTAL PLANNING TOOLS: INTEGRATED WASTE MANAGEMENT PLAN

While the municipality developed its Integrated Waste Management Plan (IWMP) in 2011; the IWMP was never adopted by the Council, and as such the municipality does not have an updated IWMP in compliance with Chapter 3, Sect 12 (d) of NEMWA. Municipality does not have waste by-laws to manage waste management activities.

The municipality will resuscitate the development of its IWMP, and must adopt and implement the broad findings of the IWMP and incorporate such findings in to the municipal IDP for implementation.

The municipality needs to gazette Bylaws with the following waste management focus areas:

- ✚ Consideration for the establishment of a waste information system as per the Waste Act. Information from landfills or generators of waste to be fed on to National Database.
- ✚ Providing access to municipal waste services in areas previously unserved and consider Free Basic Refuse Removal (FBRR) policy. The municipality will need to determine in a phased and prioritized manner how to include other areas on this service (see also Waste Act S9 (2) c).
- ✚ Describe the various waste types and requirements for the general management for business, residential, industrial, garden, building rubble, and health care risk in the municipality (to promote separation at source, recycling etc and to develop municipal

standards). Include a description of general waste for collection by the municipality, and an indication of those for which a private company will need to be engaged.

- ✚ Waste generator obligations (i.e. storage of waste do's and don'ts etc) as above.
- ✚ Liability to pay for waste services rendered to householders.
- ✚ Bylaw requirements for the transportation and transfer of waste in line with national norms.
- ✚ Provision to control illegal dumping and abandoned articles in Bylaws.
- ✚ Designation and appointment of Waste Officers in terms of the Waste Act.



Table 2: Waste Management Challenges within Jozini municipality

PROBLEM	INTERVENTION	RESPONSIBILITY (DEA ROLE?)
<b>1. Disposal sites</b>		
1.1 Unlicensed landfill sites.	All Landfill sites should be licensed in terms of the National Environmental Management: Waste Act (Act No. 59 of 2008). Municipalities need to apply for the permit with the provincial environmental departments which are the regulatory authorities for general waste facilities.	The Ingwavuma and Isibandlana waste disposal sites have been licensed through the DEA Licensing of Illegal Waste Disposal site initiative.
1.2 Need for new landfill sites.	In 2012 the municipality embarked on a land identification process for the proposed new landfill site. The last activity to have taken place on that process was the Public Participating Process (PPP) undertaken by Buk'Indalo Consultants & Stemele Bosch at KwaQondile (22 June 2012). That process had since stalled. Most recently the municipality embarked on the process of legalising the Mkhuze waste disposal site. That initiative also stalled.	The municipality should address the ownership issue with the oPhongolo municipality in respect of the Mkhuze Waste Disposal site. Through its process: licensing of landfill site; DEA should also assist the municipality in licensing the Mkhuze waste disposal site.
1.3 Lack of equipment.	The equipment currently utilized by the municipality is not enough, and cannot handle the ever increasing pressures associated with the amount of waste generated within the municipal area. There are only 2 trucks which are expected to collect waste throughout the municipality. This as a result translates to non-collection of waste, thereby resulting in the emergence of illegal dumping spots through the settlements' streets and open spaces	Adoption and proper implementation of the IWMP would address the lack of equipment. DEA should assist the municipality to review/edit the never-adopted IWMP, for the municipality to adopt and implement it.
<b>2. Integrated Waste Management Plans (IWMPs).</b>		

PROBLEM	INTERVENTION	RESPONSIBILITY (DEA ROLE?)
2.1 IWMP never adopted and never implemented	The municipality had developed its IWMP in 2012. However, it has never been adopted by the Council. As such it has never been integrated into the IDP for implementation purpose. The municipality should adopt its IWMP and implement it accordingly.	Adoption and proper implementation of the IWMP would address the lack of equipment. DEA should assist the municipality to review/edit the never-adopted IWMP, for the municipality to adopt and implement it.
<b>3. Funding</b>		
3.1 Insufficient Funds allocated to waste management.	The municipality should use the budget allocations made for the items they are allocated for.	DEA engaged Treasury during the development of the National Policy on the provision of Basic Refuse Removal for Indigent Households, and the allocations for waste were increased.
3.2 No cost recovery in tariffs.	<p>The municipality should use the tools provided by sector departments and Treasury in order to set cost reflective tariffs.</p> <p>Further implementation of other policies such as the National Policy on the provision of Basic Refuse Removal for Indigent Households will ensure a balanced approach in setting the cost reflective tariffs.</p>	<p>DEA should conduct training on waste tariff strategy and model that would assist the municipality to determine appropriate tariffs for the waste services it provides based on cost accounting principles.</p> <p>NB: The use of this tool and the implementation of the Policy referred to in 3.1 above will ensure that no one is disadvantaged from getting the service on account of cost.</p>
3.3 Poor revenue collection mechanisms.		
<b>4. Waste Collection Service</b>		
4.1 Insufficient equipment/tools (e.g. receptacles)	Proper and efficient planning through the IWMP process. The municipality have to take an active role in the development of IWMP even if consultants have been appointed to do the work. Knowledge of what an IWMP is and what kind of information should be	
4.2 Insufficient/inappropriate vehicles		

PROBLEM		INTERVENTION	RESPONSIBILITY (DEA ROLE?)
4.3	Servicing and maintenance problems	contained in such a report will assist municipality to know when a consultant produces a sub-standard report.	
4.4	Households sparsely dispersed (rural)		
4.5	Inaccessible households		
5. Governance and institutional			
5.1	Political support and buy-in	Political leadership should be engaged in issues pertaining to waste management to ensure political buy-in.	The DEA engages leadership from all levels of government through different avenues: ✓ Waste Khoro is an annual event where all waste management officials (national, provincial, municipal) come together to discuss waste management issues and recommend action items. The political leadership including portfolio committee members, mayors and councillors are invited as well as the leadership from other sector departments. ✓ Training is offered on an on-going basis to municipal officials including councillors. The recently-held training being “Councillor Induction Programme (CIP) on Environment, Waste & Climate Change” held on the 05 – 07 June 2017 in Richards Bay.
6. Compliance			
6.1	Do not have Waste By-laws	The municipality must customise the model waste by-laws into its own by laws	The DEA has developed a model by-law which municipalities can use to custom make their own by-laws.
7. Human Resources/Personnel			

PROBLEM	INTERVENTION	RESPONSIBILITY (DEA ROLE?)
7.1 Lack of capacity: Knowledge	Municipalities should appoint suitably qualified and people with relevant experience.	<p>The DEA gives training and support to municipalities on an on-going basis on different aspects of waste management.</p> <ul style="list-style-type: none"> <li>✓ Official training on technical aspects e.g. landfill operator training.</li> <li>✓ Councillor training on the legal obligations of municipalities on waste management issues.</li> <li>✓ Workshops on a wide range of new developments (tools, legislation).</li> </ul>
7.2 Lack of capacity: Personnel	Municipalities should ensure an on-going development of people through attendance of short courses, conferences etc.	All government spheres can contribute towards this. DEA is always looking at ways to enhance the personnel capacity in municipality. The recently-concluded Youth Jobs in waste is testimony to the department's endeavours.

## ENVIRONMENTAL SECTOR INTERVENTION IN THE MUNICIPALITY

Currently DEA has deployed its Local Government Support official (based at a District) to assist municipalities with environmental management issues. DEA is always looking at ways to enhance the personnel capacity in municipality. The recently-concluded Youth Jobs in waste is testimony to the department's endeavours. Training programme are offered on an on-going basis to municipal officials including councillors. The recently-held training being "Councillor Induction Programme (CIP) on Environment, Waste & Climate Change" held on the 05 – 07 June 2017 in Richards Bay.

## BUILDING CONTROL

As with any other rural municipalities, Jozini municipality is characterized by poor building control systems which is compounded by the reality that the municipality does not own the land, as it is total owned by the Ingonyama Trust. Therefore, the inability of the municipality to inform and make suggestions around land allocation results in inability to effectively manage and control building structure as a result. Poor Building control is reflected through poorly-organized, poorly-built towns. The municipality has however invested in Building Control Directorate Unit by ensuring that it is functional. The Directorate has a Manager, and an Officer. Building Control By-laws have also been developed.

Despite these challenges; a handful of building applications are submitted and subjected through the municipal building control application processes. There is however an internal challenge regarding storage and preserving of such application documentations. Jozini Local municipality have numerous copies of building plans at its disposal and management of these plans has become a challenge. Old building plans are fading and in a poor physical state. The National Building Regulation Act states that the plan once submitted needs to be commented on, approved or refused within a 30-day period. The effective implementation of a building plan management software solution will facilitate these regulations whilst also maintaining proper archives of past plans such that in the event of plan applications being misplaced, the filing application can be completely recreated in a physical form.

The need for electronic filing and management system is further strengthened by introduction of the MPRA Act where land properties and structures built thereon within Local Municipalities are required to be rated by municipalities as another source of municipal revenue. With electronic filing and management system, the Municipality will able to scan and associate electronic building plans to land properties in a database environment. Through this process, storage and access to building plans will be effectively controlled.

## C.2.5. SPATIAL AND ENVIRONMENTAL SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>SDF currently under review</li> <li>Implementation of SPLUMA</li> <li>IWMP</li> </ul>	<ul style="list-style-type: none"> <li>Land ownership</li> <li>65 Percent of land is registered under the Ingonyama Trust Board. The remaining percentage of land is state and privately owned</li> <li>Illegal dumpsites</li> <li>Illegal developments</li> </ul>
OPPORTUNITIES	THREATS

## C.2.6. DISASTER MANAGEMENT

### MUNICIPAL INSTITUTIONAL CAPACITY

#### **Municipal Disaster Management Centre**

In terms of the Disaster Risk Management Act 2002, (Act No.57 of 2002), Section 43-50 outlines the establishment and functions of the Centre in order to ensure an integrated and co-ordinated approach to Disaster Risk Management within the Municipality.

Jozini Local Municipality Disaster Management unit was established in 2011 and drafted the Disaster management plan. The plan is now due for review.

#### **Staffing**

The Disaster Management Officer was appointed thereafter. The post of Assistant Manager, Disaster Management and Fire is vacant, as per the Organogram. There are 9 Firefighters in Jozini Local Municipality who work shifts of two. These firefighters to carry out Fire Rescue and Disaster Management duties as well.

#### **Vehicles**

There are 2 Fire vehicles permanently allocated to the unit. This includes 1x 500L Bakkie and 1x 1500L mini Pump and a rescue trailer.

#### **Office space**

Jozini Municipality does not have a Centre however it has a Fire Station situated in town in a park home where Firefighters are based. The Disaster Management Officer has an office in the Municipal building in Jozini town at Circle Street.

The Municipality is planning to build a fully functional Disaster Management Centre, still battling with funding currently.

#### **Municipal Disaster Management Policy Framework**

Section 42 of the Disaster Management Act (Act 57 of 2002) states that each metropolitan and each district municipality must establish and implement a framework for disaster management in the municipality aimed at ensuring an integrated and uniform approach to disaster management in its area. With the New Amendment Act the scope has been cascaded to Local Municipality as well.

The Jozini Local Municipality Disaster Risk Management Framework is currently being drafted. The Jozini Local Municipality Disaster Risk framework will be in line with the National, Provincial and District frameworks and deals with each of the four Key Performance Areas as well as the three enablers. As soon as the Framework is completed, it will have to be adopted by council.

#### **Municipal Disaster Management Plan**

In terms of the Disaster Risk Management Act 2002, (Act No.57 of 2002), Section 53, each municipality must prepare a disaster risk management plan for its area according the circumstances prevailing in the area.

The Jozini Local municipality, through a service provider, compiled a Disaster Management Plan in 2011. All relevant stakeholders were involved in the compilation of the plan. However, the Plan is due to be reviewed. As soon as reviewing is completed it must be adopted by council.

### **Municipal Disaster Management Inter-Departmental Committee**

In terms of chapter 2; section 3 (a) of the Disaster Management Act of 2002 stipulates the duties and functions of a committee which is to give effect to the principles of co-operative government in Chapter 3 of the Constitution on issues relating to disaster management. This committee has not been established in Jozini Local Municipality. However, Community services portfolio committee advocates matters regarding disaster management to the council.

### **Municipal Disaster Management Advisory Forum**

Section 51 of the Disaster Management Act (Act 57 of 2002) states that municipalities must establish Municipal Disaster Management Advisory Forums.

The Jozini Municipality Disaster Risk Management Advisory Forum is not yet established.

According to subsection (1) a forum is a body in which the municipality and other key stakeholders consult one another and co-ordinate their actions on matters relating to disaster management in areas under their jurisdiction.

## **DISASTER RISK ASSESSMENT**

### **List of Priority Risks (Hazards)**

Based on the combined results of the Ward investigations, the following matrix which reflects the Hazards threatening Jozini Municipality, as compared to UMkhanyakude District Municipality was developed:

Table 1: *List of Priority Risks (Hazards) for Jozini Local Municipality*

No.	Prevalent Hazards and Threats	Probability
1	Drought	Very High
2	Structural Fires	Very High
3	Strong Wind	Very High
4	Lightning	Very High
5	Motor Vehicle Accidents	High
6	Disease: Human (HIV/AIDS)	High
7	Veld/Forest Fires	High
8	Extremely High Temperatures	High
9	Civil Unrest – Crime	High
10	Hazmat Incidents	Medium
11	Water Contamination/Pollution	Medium
12	Disease: Animal (Amatele)	Medium
13	Disease: Human (Malaria)	Medium

No.	Prevalent Hazards and Threats	Probability
14	Floods	Medium
15	Hail Storms	Low
16	Rail Accidents	Low
17	Disease: Human (Cholera)	Low
18	Severe Storms (Heavy Rainfall)	Low

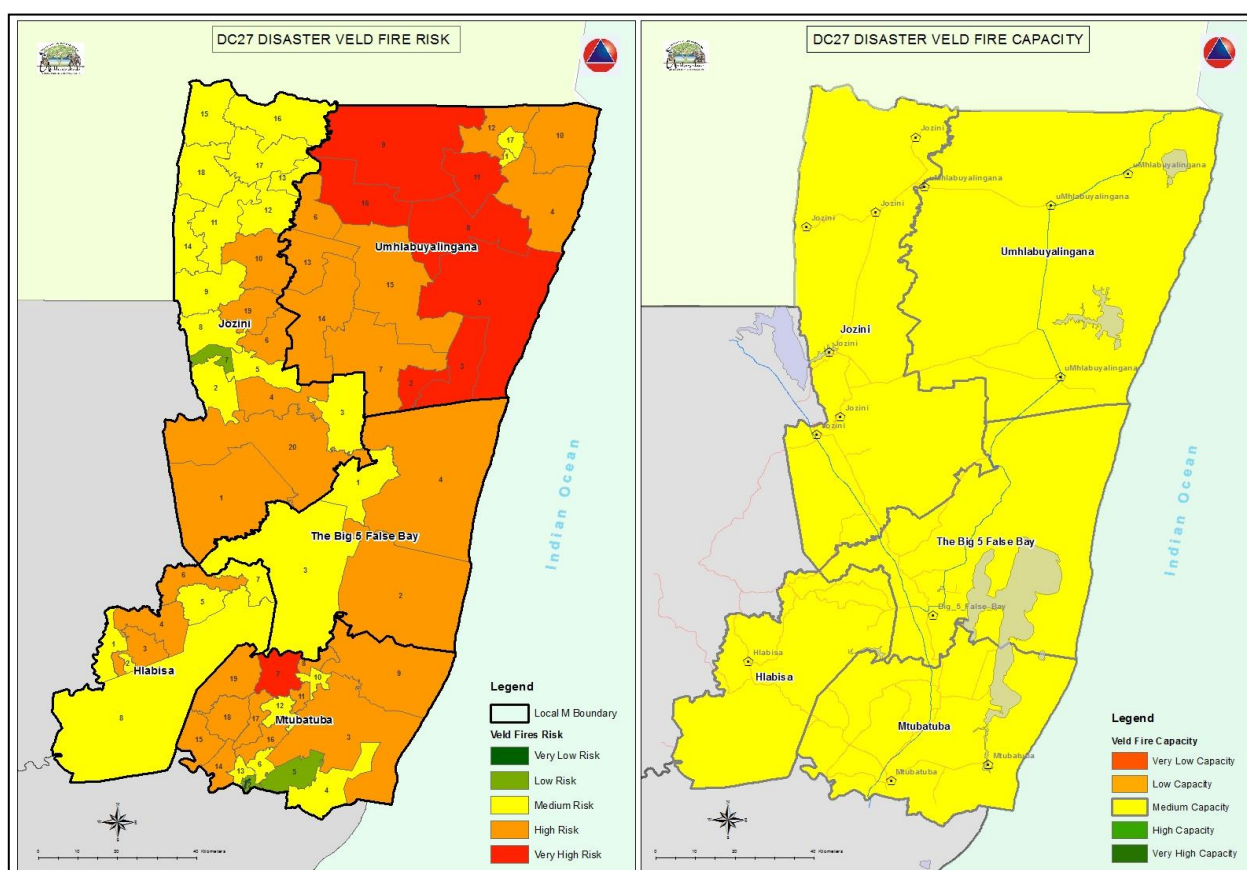
## Hazard Maps and Vulnerability Maps

### Veld Fires

Fire has a fundamental role of sustaining biodiversity, but if it is not managed properly it may result in ecosystem degradation. Veld fires can have severe impacts on the environment like loss of biodiversity and ecologically sensitive areas, and air pollution from smoke.

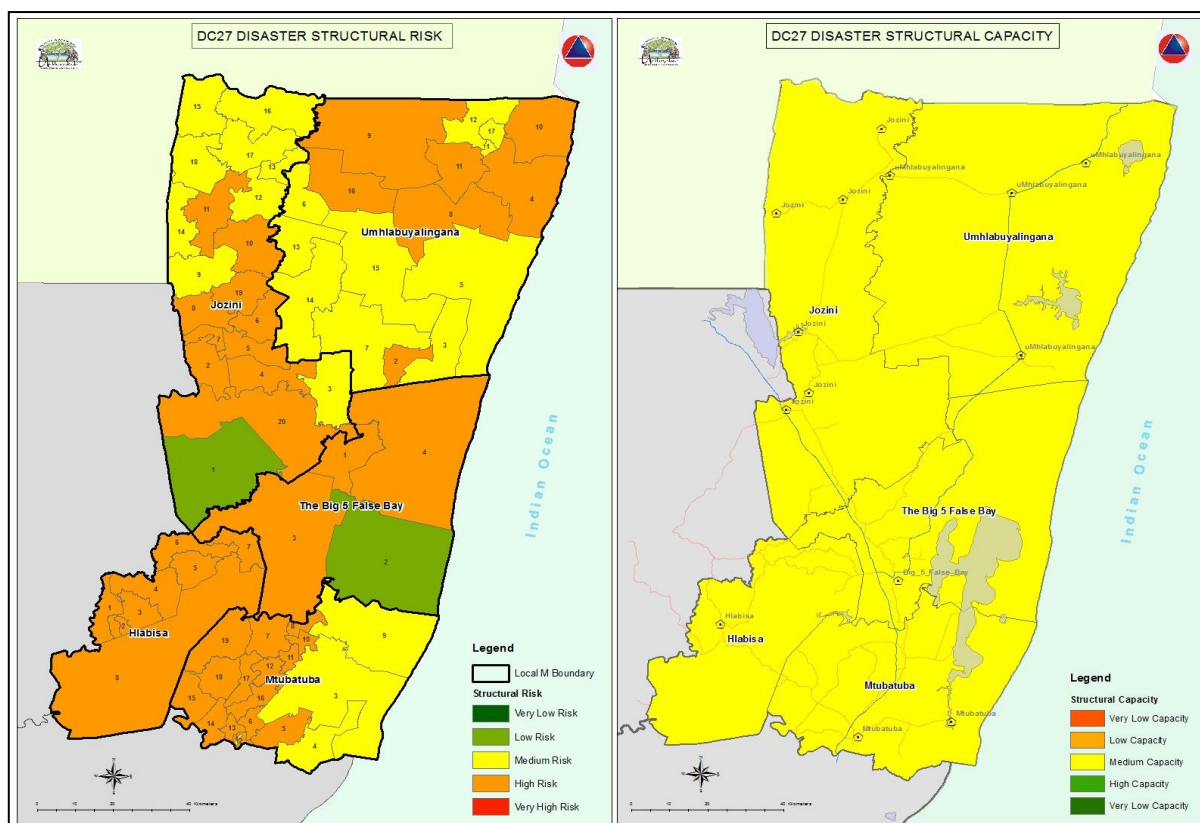
There are also environmental factors or processes that increase the susceptibility of the environment to impacts of veld fires. These factors like environmental degradation, topography and weather play an important role in increasing vulnerability to veld fires.

Veld fires have been a persistent problem in Jozini Municipality area and this situation has worsened over the past several years due to global warming coupled with the drought situation the municipality is currently faced with. The Municipality is experiencing devastating veld and structural fires across all wards especially during the winter/dry season.

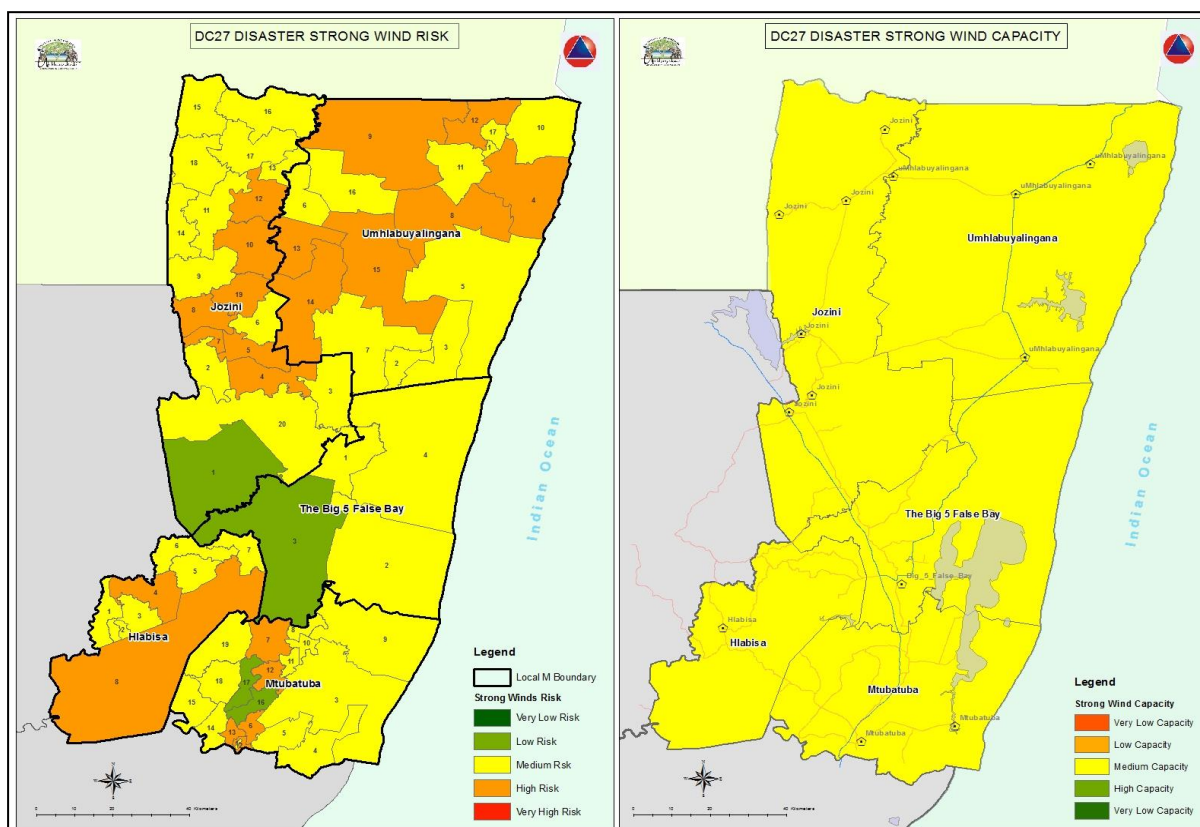




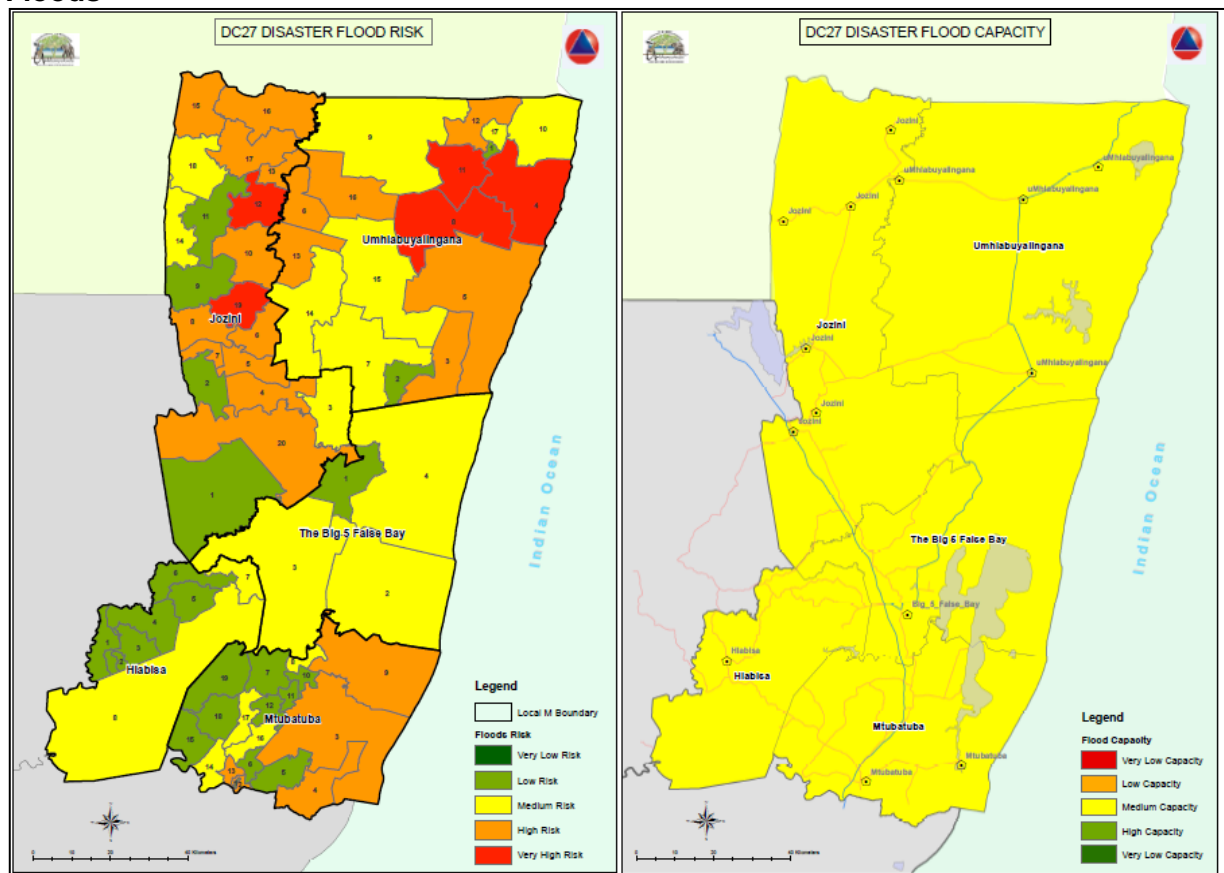
## Structural Fires



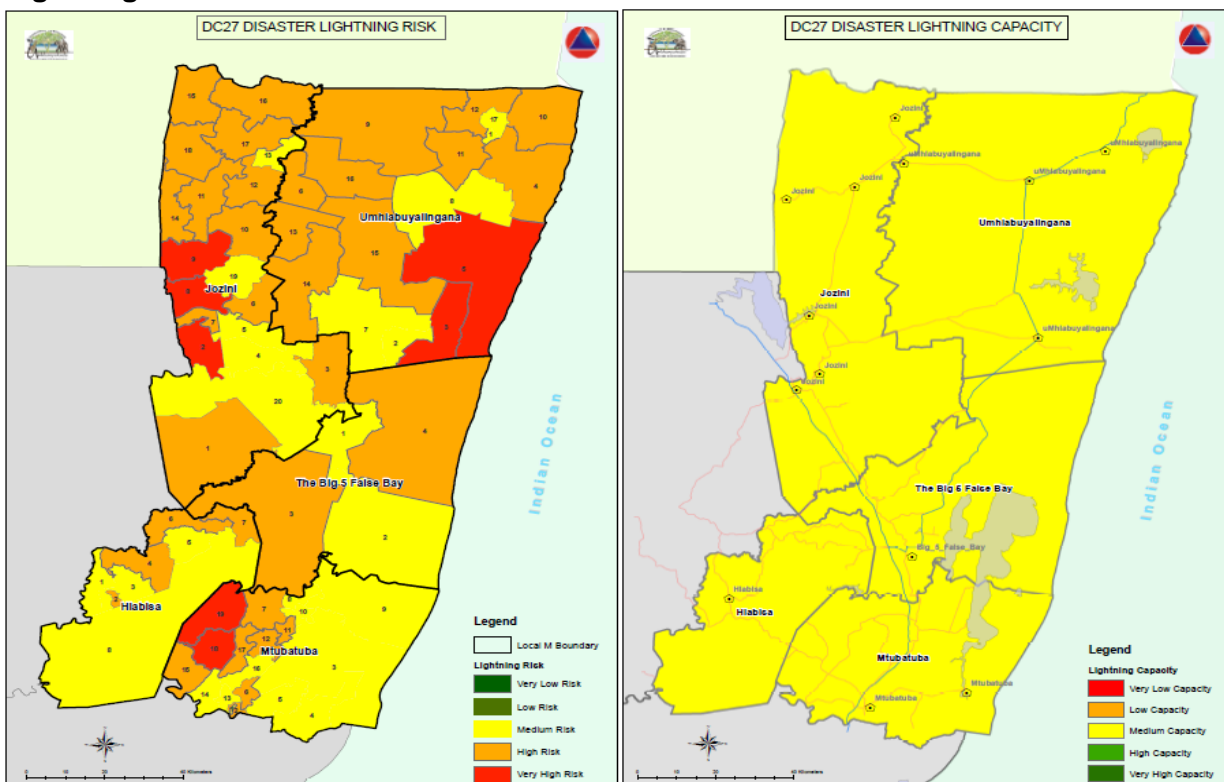
## Strong Wind



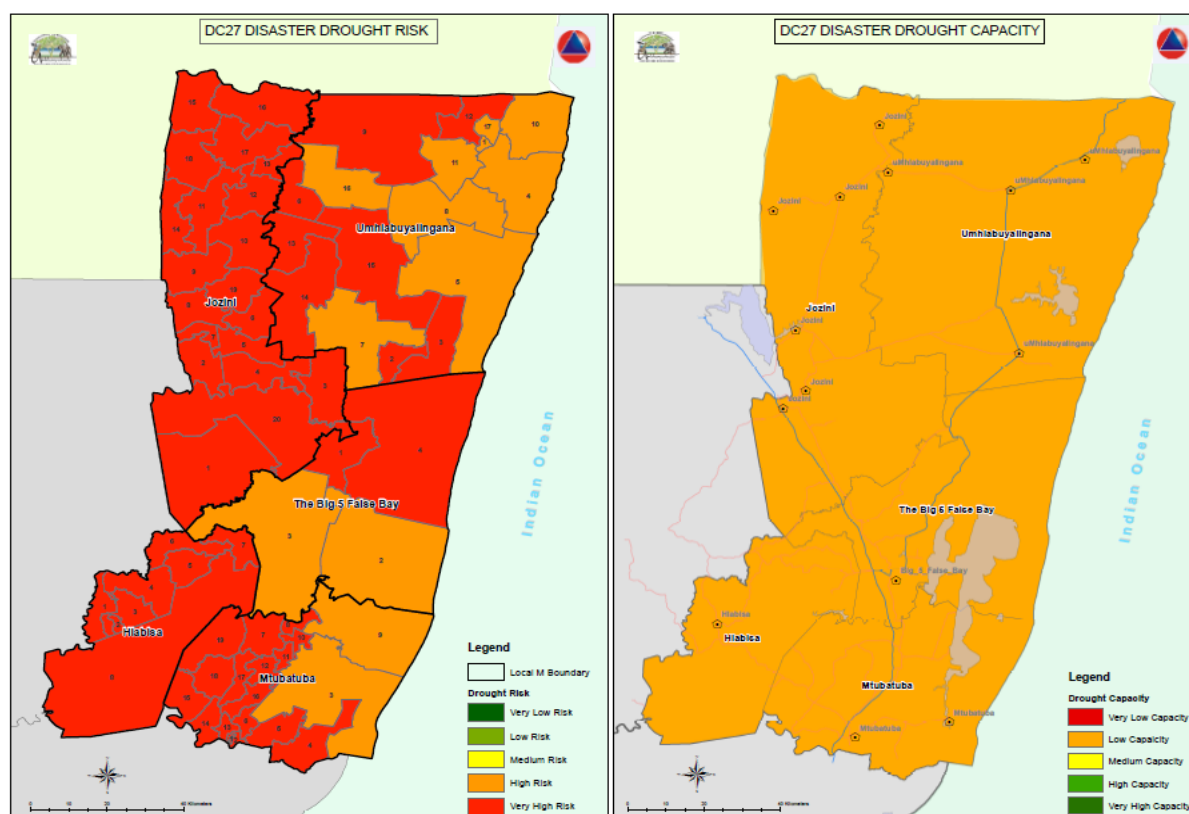
## Floods



## Lightning



## Drought



## RISK REDUCTION & PREVENTION

In this section the focus is on disaster risk reduction strategies required for the identified common risks and hazards in KPA 2. Prevention and mitigation strategies are looked at. Structural and non-structural measures need to be undertaken to limit the severity of the adverse impact of natural and technological hazards on vulnerable areas, communities and households. Prevention where possible, is undertaken to provide outright avoidance of the adverse impact of hazards and related environmental technological and biological disasters. The importance of Risk Reduction and Prevention cannot be underestimated; currently the municipality is involved in awareness campaigns at local schools and in the community on disaster management. The table below indicates hazards which normally turn into disaster risks due to the vulnerability of the community and environment because of the lack of capacity and alertness. Disaster Risk Reduction (DRR) programmes have been developed to deal with identified disaster risks. These are some of the DRR strategies for example, integrated development & service delivery, awareness campaigns, capacity building, dissemination of early warning, land use management and other methods.

Hazard	Mitigation Strategies /Risk Reduction Programmes
Structural Fires	<ul style="list-style-type: none"> <li>Awareness Campaigns</li> <li>Fire Drills</li> <li>Fire alarms</li> <li>Smoke detectors</li> <li>Fire brakes</li> </ul>
Lightning	<ul style="list-style-type: none"> <li>Awareness Campaigns</li> </ul>

	<ul style="list-style-type: none"> <li>• Installation of lightning conductors</li> <li>• Indigenous knowledge</li> </ul>
Drought	<ul style="list-style-type: none"> <li>• Awareness Campaigns</li> <li>• Water Harvesting</li> <li>• Drilling of boreholes</li> <li>• Desalination</li> <li>• Erecting shades over dams</li> <li>• Water restrictions</li> </ul>
Strong Winds	<ul style="list-style-type: none"> <li>• Awareness Campaigns</li> <li>• Plantation of trees</li> <li>• Early Warning Systems</li> <li>• Building to standards</li> </ul>
Heavy rain	<ul style="list-style-type: none"> <li>• Early Warning Systems</li> <li>• Awareness Campaigns</li> <li>• Building to standards</li> </ul>
Civil Unrest	<ul style="list-style-type: none"> <li>• Law Enforcement</li> <li>• Quality Basic Service Delivery</li> <li>• Public Participation/Consultation</li> </ul>
Epidemics	<ul style="list-style-type: none"> <li>• Consistency in Awareness Campaigns</li> <li>• Vaccinations</li> </ul>
Motor Vehicle Accident	<ul style="list-style-type: none"> <li>• Upgrading and road maintenance</li> <li>• Visibility of Road Traffic Officers</li> <li>• Awareness Campaigns</li> <li>• Visibility of road signs</li> </ul>
Veld Fires	<ul style="list-style-type: none"> <li>• Procurement of fire beaters</li> <li>• Conduction of awareness's</li> <li>• Burning of fire brakes</li> <li>• Improving firefighting equipment</li> <li>• Recruiting volunteers</li> </ul>
Floods	<ul style="list-style-type: none"> <li>• Construction of dams</li> <li>• Construction according to building standards</li> <li>• Awareness Campaigns</li> <li>• Consistency in Early Warning Systems</li> <li>• Building Bridges</li> <li>• Proper maintenance of drainage system</li> </ul>
Extremely High Temperatures	<ul style="list-style-type: none"> <li>• Early Warning Systems</li> <li>• Awareness Campaigns</li> </ul>
Hazmat Incidents	<ul style="list-style-type: none"> <li>• Implementation of Municipal By Laws</li> <li>• Upgrading and road maintenance</li> <li>• Visibility of Road Traffic Officers</li> <li>• Awareness Campaigns</li> <li>• Upgrading of Hazmat equipment</li> </ul>
Water Contamination/Pollution	<ul style="list-style-type: none"> <li>• Implementation of Municipal By Laws</li> <li>• Awareness Campaigns</li> <li>• Regular inspections and sampling</li> </ul>

## RESPONSE & RECOVERY

### Municipal Capacity in terms of Response and Recovery

Section 53 of the Disaster Management Act (Act 57 of 2002) deals with disaster management plans for municipal areas. Section 53 (1) (k) of the Act prescribes that a

disaster management plan must contain contingency plans and emergency procedures in the event of a disaster, providing for prompt disaster response and relief and the procurement of essential goods and services.

The Municipality set aside Disaster management budget annually for the purchase of relief materials in the form of tents, blankets, food parcels and plastic sheeting. This material is provided to victims of disaster incidents when necessary.

#### List of relevant stakeholders in Response and Recovery

DEPARTMENT	DROUGHT T	FIRE	FLOOD	EPIDEMI C	STORM	RAILWA Y
<b>JOZINI MUNICIPALITY</b>						
<i>MANAGER PUBLIC SAFETY</i>	X	X	X	X	X	X
<i>DIS. MAN. OFFICER</i>	X	X	X	X	X	X
<i>MUNICIPAL MANAGER</i>	X	X	X	X	X	X
<i>MAYOR</i>	X	X	X	X	X	X
<i>C.F.O.</i>	X	X	X	X	X	X
<i>TECHNICAL</i>		X	X		X	
<i>HOUSING</i>		X	X		X	
<b>UMKHANYAKUDE DISTRICT MUNICIPALITY</b>						
<i>DIS. MAN. CENTRE</i>	X	X	X	X	X	X
<i>TECHNICAL DEPARTMENT</i>	X	X				
<b>NATIONAL</b>						
<i>N.D.M.C.</i>	X	X	X	X	X	X
<i>S.A.P.S.</i>		X	X	X	X	X
<i>SANDF</i>	X	X	X	X	X	X
<b>PROVINCIAL</b>						
<i>P.D.M.C.</i>	X	X	X	X	X	X
<i>HEALTH</i>		X	X	X	X	X
<i>WELFARE</i>	X	X	X		X	
<i>TRANSPORT</i>			X		X	
<i>R.T.I.</i>		X	X	X	X	X
<i>AGRICULTURE&amp; E/AFF</i>	X	X	X	X	X	
<i>EDUCATION</i>		X	X	X	X	
<i>HOME AFFAIRS</i>		X	X		X	
<i>HOUSING</i>		X	X		X	
<i>KZN WILDLIFE</i>	X	X	X	X	X	

<b>N.G.O.</b>						
<b>S.A. RED CROSS</b>		X	X	X	X	
<b>ORG. AGRICULTURE</b>	X	X	X	X	X	
<b>F.P.A.</b>		X				
<b>ORG. BUSINESS</b>	X	X	X	X	X	X
<b>S.A. WEATHER</b>	X	X	X	X	X	X

## TRAINING & AWARENESS

### Capacity Building Programmes / Public Awareness Campaigns

Sections 15 and 20(2) of the Disaster Risk Management Act (Act 57 of 2002) specifies the promotion of education and training, the encouragement of a broad-based culture of risk avoidance, and the promotion of research into all aspects of disaster risk management.

This key performance area addresses the development of education and training for disaster risk management and associated professions as well as the inclusion of disaster risk management and risk-avoidance programmes in school curricula. It also outlines that awareness needs to be created within the community. *For example, community and school awareness campaigns etc.* Jozini Local Municipality will continue to develop and implement capacity building and awareness campaigns programmes in order to create knowledgeable communities. The target audience would be communities, community leaders, Operation Sukuma Sakhe, school children Amakhosi and other stakeholders.

## FUNDING ARRANGEMENTS

Activity	Funding source	Funding mechanism
<b>Disaster risk reduction</b>	<ul style="list-style-type: none"> <li>Relevant spheres of government</li> <li>Jozini Local Municipality</li> </ul>	<ul style="list-style-type: none"> <li>Own budgets</li> <li>Own budgets but can be augmented by application for funding to the NDMC for special national priority risk reduction projects</li> </ul>
<b>Response, recovery and rehabilitation and reconstruction efforts</b>	<ul style="list-style-type: none"> <li>Relevant spheres of government</li> </ul>	<ul style="list-style-type: none"> <li>Own budget, particularly for those departments frequently affected by disasters.</li> <li>Access to central contingency fund once threshold is exceeded on a matching basis.</li> <li>Reprioritise within capital budget for infrastructure reconstruction.</li> <li>Access to central contingency fund once threshold is exceeded.</li> </ul>



		<ul style="list-style-type: none"> <li>Conditional infrastructure grant, i.e. Municipal Infrastructure Grant (MIG)</li> </ul>
<b>Education, training and capacity-building programmes (Enabler 2)</b>	<ul style="list-style-type: none"> <li>SETA</li> <li>PDMC</li> <li>UKDM</li> <li>Jozini Municipality</li> </ul>	<ul style="list-style-type: none"> <li>Own budgets and reimbursement through SETAs</li> <li>Public awareness programmes and research activities can also be funded through the private sector, research foundations, NGOs and donor funding</li> </ul>
<b>Risk Assessments</b>	<ul style="list-style-type: none"> <li>Relevant Government Departments.</li> <li>Private Sector</li> <li>Jozini Municipality</li> </ul>	<ul style="list-style-type: none"> <li>Own Departmental Budget</li> </ul>

## C.2.7. DISASTER MANAGEMENT: SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Good management</li> <li>• Good monitoring and evaluation system</li> <li>• Existence of required or relevant expertise.</li> <li>• Availability of budget (though limited).</li> <li>• Developed comprehensive programmes.</li> <li>• Good institutional arrangement.</li> <li>• Politically buy-in.</li> <li>• Availability of personnel</li> </ul>	<ul style="list-style-type: none"> <li>• Limited Disaster Management officers</li> <li>• Limited resources.</li> <li>• Area prone to Disaster Incidents.</li> <li>• Sharing national boundaries with 2 Countries.</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Employment of more staff.</li> <li>• Sharing of best practices and capacity building obtained from other municipalities, PDMC, NDMC and other institutions.</li> <li>• External sources of funding</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction of disaster management funding</li> <li>• Lack of cooperation</li> <li>• Climate change impact (Severe weather events).</li> </ul>



### C.3. MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

#### C.3.1. HUMAN RESOURCE STRATEGY AND PLAN

The Human Resource strategy focuses on promoting comprehensive administration which is proficient and operative that will enable the municipality to meet its development needs.

The Municipality must ensure that financial and capacity resources are provided to meet the needs of the communities as indicated in the IDP Review, and that would also enable the adherence to the vision, objective and strategies.

The foundation of the Human Resources function is a Human Resources Strategy which supports the Integrated Development Plan of the municipality. Jozini Municipality has an adopted Human Resources Strategy which addresses the following:

- ✚ Training and development
- ✚ Labour Relations
- ✚ Personnel Administration
- ✚ Organisational Development
- ✚ Employee Assistance

The vision of Training and Development is to ensure that Council has a skilled and capable workforce to support inclusive growth and development of skills within the municipality. This is achieved through co-ordinating and providing quality assured skills development and training to Council employees to ensure that they function at an optimal level thus contributing to effective and efficient service delivery.

#### ORGANISATIONAL DEVELOPMENT

The Council strives to maintain and enforce a strict workflow to ensure: -

- ✚ Uniformity
- ✚ Security
- ✚ Accessibility
- ✚ Transparency

during the reporting procedure, from report preparation to the finalization or implementation of recommendations and resolutions.

There are 6 Portfolio Committees which are scheduled to meet every month that feed into the 1 EXCO per month.

All reports are approved by the Municipal Manager before they are placed in an agenda.

#### INSTITUTIONAL ARRANGEMENTS

The purpose of conducting an institutional analysis is to ensure that the municipal development strategies take existing institutional capacities into consideration and that institutional shortcomings are addressed. Jozini local municipality was established in 2000 in terms of the Municipal Structures Act, 1998 (Act No. 117 of 1998). The municipal offices are

at Jozini Town. The municipality also hosts the Umkhanyakude District offices situated in Mkhuze town. There is also a satellite office in Ingwavuma town.

### MUNICIPAL COUNCIL

The Council of Jozini Municipality comprises of 20 ward Councillors and 40 Councillors in total, with eight (8) EXCO members. The EXCO is chaired by the Mayor, Honourable Cllr DP Mabika and the Council is chaired by the Speaker, Honourable Cllr LE Gumbi.

The Municipality has all the powers assigned to it in terms of the Constitution as well as relevant national and provincial legislation. The executive and legislative authority is vested in the Council. The Council therefore, takes all the major decisions of the Municipality including delegation of powers to political office bearers, Council committees and officials.

### COUNCIL

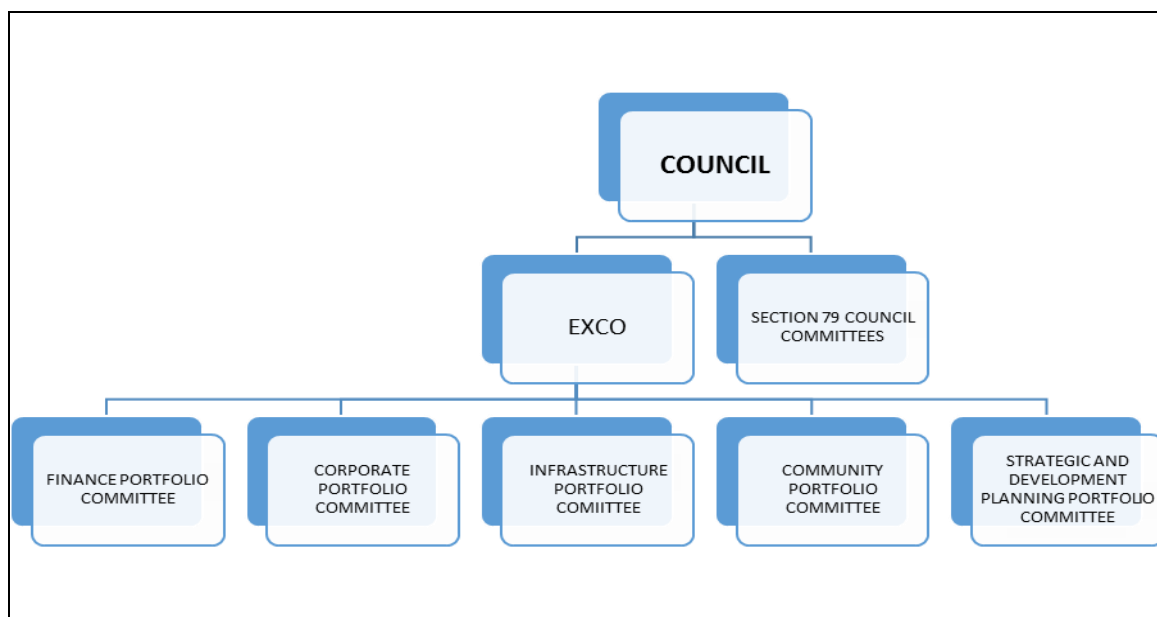
Political Party	Number of seats
ANC	18
IFP	19
EFF	1
DA	1
INDEPENDENT CANDIDATE	1
TOTAL	40

### EXCO

Political Party	Number of seats
ANC	3
IFP	4
INDEPENDENT CANDIDATE	1
TOTAL	8

There are 5 portfolio Committees established for political oversight over departmental activities and making recommendations to Council. It is in these committees where policy issues are debated thoroughly prior to their submission to the Council for adoption.

Through Portfolio Committees, Councillors are able to give political direction to the administrative programmes of Council. The table below highlights the Portfolio Committees that have been established to contribute to effective decision-making in processes of governance and ensure effective implementation of service delivery projects and monitoring thereof.



Name of the Committee	Powers and Functions	Chairperson
<b>Council</b>	<ul style="list-style-type: none"> <li>Executive and Legislative authority</li> <li>Approves: IDP, Budget, Bylaws, Staff Establishment, appointment of MM and s56; raising of loans; SCM deviations; Long term contracts etc</li> </ul>	Cllr L.E. Gumbi (Speaker)
<b>EXCO</b>	<ul style="list-style-type: none"> <li>Executive and Legislative Authority</li> <li>Budgeting preparation and implementation</li> <li>Recommends to Council</li> </ul>	Cllr. D.P. Mabika (Mayor)
<b>MPAC</b>	<ul style="list-style-type: none"> <li></li> </ul>	Cllr. N. Ngubane
<b>Infrastructure</b>	<ul style="list-style-type: none"> <li>Municipal Roads, Municipal Airports and Airstrips, Housing Technical), Water, Electricity, Sanitation, Communication Infrastructure, Public Works, Project Business Planning, Project Management, Contract Management, Regulation and Monitoring and Implementing Agents</li> </ul>	Cllr. B.N. Mthethwa
<b>Strategic and Development Planning</b>	<ul style="list-style-type: none"> <li>Planning and Building Control, Land Use Management, Environmental Management, Local Economic Development, Local Tourism, Programme and Project Management, Contracts Management, Information Services, Information services and Local Marketing, Tourism and marketing; tourism investments, fostering public private partnerships, Housing (provision) and Land affairs, Housing administration</li> </ul>	Cllr. N.R. Zulu
<b>Community Services</b>	<ul style="list-style-type: none"> <li>Passenger Transport, Health, Public Participation, Waste Management, Social services, Protection Services, Disaster Management, Emergency services, Project Management, Contracts Management, Communications, Ward Committees, Pounds, Safety and Security, Cemeteries (Reservations), Sports Culture, Sports and Recreation, Special programmes i.e. Gender, Disabled and Youth Affairs.</li> </ul>	Cllr. R.H. Gumede
<b>Corporate Services</b>	<ul style="list-style-type: none"> <li>Administration, Secretariat, Legal Services, ICT, Council Support, Fleet Management Policies and Procedures, Facilities Management, Capacity Building and Human Resources.</li> </ul>	Cllr. N.S. Myeni
<b>Finance</b>	<ul style="list-style-type: none"> <li>Budget preparation and implementation, revenue and expenditure</li> </ul>	Cllr. D.P.

	management, mid-year budget and performance assessment, revenue generation, capital expenditure control, investments, assets and liability management, internal audit and audit committees, financial report and auditing, debt collection credit control and loans, supply chain management – procurement of goods and services.	Mabika (Mayor)
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*Table: List of Standing Committees of Council*

## COMMUNITY DEVELOPMENT WORKER (CDW) PROGRAMME

Currently, Jozini has a total of 15 community development workers (CDW's). CDWs are functional, but not to a full extent as there is a challenge of resource shortages.

## POWERS AND FUNCTIONS

The powers and functions of the Municipality are described in the table below.

*Table: Powers and Functions*

FUNCTION	AUTHORIZATIONS	DEFINITION
Schedule 4		
Air pollution	Yes	Any change in the quality of the air that adversely affects human health or well-being or the ecosystems useful to mankind, now or in the future.
Building regulations	Yes	The regulation, through by-laws, of any temporary or permanent structure attached to, or to be attached to, the soil within the area of jurisdiction of a municipality, which must at least provide for: Approval of building plans; Building inspections, and Control of operations and enforcement of contraventions of building regulations. If not already provided for in the national and provincial legislation.
Child care facilities	Yes	Facilities for early childhood care and development which fall outside the competence of national and provincial government pertaining to child care facilities.
Electricity reticulation	Yes	Bulk supply of electricity, which include for the purposes of such supply, the transmission, distribution and, where applicable, the generation of electricity, and also the regulation, control and maintenance of the electricity reticulation network, tariff policies, monitoring of the operation of the facilities for adherence to standards and registration requirements, and any other matter pertaining to the provision of electricity in the municipal areas.
Fire Fighting	Yes	In relation to District Municipality "Firefighting" means: Planning, co-ordination and regulation of fire services; specialized firefighting services such as mountain, veld and chemical fire services; co-ordination of the standardization of infrastructure.
Local tourism	Yes	The promotion, marketing and if applicable, the development, of any tourists attraction within the area of the municipality with a view to attract tourists, to ensure access, and municipal services to such attractions, and to regulate, structure and control the tourism industry in the municipal area subject to any provincial and national legislation, and without affecting the competencies of national and provincial government pertaining to nature conservation, museums, libraries and provincial cultural matters.
Municipal airport	No	A demarcated area of land or water or a building which is used or intended to be used, either wholly or in part, for the arrival or departure of aircraft which includes the establishment and maintenance of such facility including all infrastructure and services associated within an airport, and the regulation and control of the facility, but excludes airport falling within the competence of national and provincial government.
Municipal Planning	Yes	The compilation and implementation of and integrated development plan in terms of the Systems Act.

Municipal Health Services	No	Subject to an arrangement with MECs to do the necessary authorizations, or alternatively, subject to amendments to the Structures Act, Municipal Health Service means environmental health services performed by a district municipality and includes: • Air pollution, Noise pollution; Solid Waste Removal; Water and Sanitation; Licensing and control of undertakings that sell food to the public; Control of public nuisance; and Facilities for the accommodation, care and burial of animals.
Municipal public transport	Yes	The regulation and control, and where applicable, the provision of: • Services for the carriage of passengers, whether scheduled or unscheduled, operated on demand along a specific route or routes or, where applicable, within a particular area• Schedule services for the carriage of passengers, owned and operated by the municipality, on specific routes.
Pontoons and ferries	Yes	Pontoons, ferries, jetties, piers and harbors, excluding the regulation of international and national shipping and matter related thereto, and matters falling within the competence of national and provincial governments
Storm water	Yes	The management of systems to deal with storm water in built-up areas
Trading regulations	Yes	The regulation of any area facility and/or activity related to the trading of goods and services within the municipal area not already being regulated by national and provincial legislation
Water (Potable)	No	The establishment, operation, management and regulation of a potable water supply system, including the services and infrastructure required for the regulation of water conservation, purification, reticulation and distribution, bulk supply points, metering, tariffs setting and debt collection so as ensure reliable supply of a sufficient quality and quality of water to households, including informal households, to support life and personal hygiene.
Sanitation	No	The establishment, provision, operation, management, maintenance and regulation of a system, including infrastructure, for the collection, removal, disposal and/or purification of human excreta and domestic waste-water to ensure minimum standard of service necessary for safe and hygienic households.
<b>Schedule 5</b>		
Amusement facilities /Beaches	Yes	A public place for entertainment. The area for recreational opportunities and facilities along the sea shore available for public use and any other aspect in this regard which falls outside the competence of the national and provincial government.
Billboards and the display of advertisements in public places	Yes	The display of written or visual descriptive material, any sign or symbol or light that is not intended solely for illumination or as a warning against danger which promotes the sale and/or encourages the use of goods and services found in: Streets; Roads; Thoroughfares; Sanitary passages; Squares or open spaces; and/or Private property.
Cemeteries, funeral parlours and crematoria	Yes	The establishment, conduct and control of facilities for the purpose of disposing of human and animal remains.
Cleansing	Yes	The cleaning of public streets, roads and other public spaces either manually or mechanically
Control of public nuisance	Yes	The regulation, control and monitoring of any activity, condition or thing that may adversely affect a person or a community
Control of undertakings that sell liquor to the public	Yes	The control of undertakings that sell liquor to the public that is permitted to do so in terms of provincial legislation, regulation and licenses, and includes an inspection service to monitor liquor outlet for compliance to license requirements in as far as such control and regulation are not covered by provincial legislation.

Facilities for the accommodation, care and burial of animals	Yes	The provision of and/or the regulation, control and monitoring of facilities which provide accommodation and care for well or sick animals and the burial or cremation of animals, including monitoring of adherence to any standards and registration requirements outlined in legislation.
Fencing and fences	Yes	The provision and maintenance and/or regulation of any boundary or deterrents to animals and pedestrians along streets or roads.
Licensing of dogs	Yes	The control over the number and health status of dogs through a licensing mechanism.
Licensing and control of undertakings that sell food to the public	Yes	Ensuring the quality and the maintenance of environmental health standards through regulation, a licensing mechanism and monitoring of any place that renders in the course of any commercial transaction, the supply of refreshments or meals for consumption.
Local amenities	Yes	The provision, manage, preserve and maintenance of any municipal place, and building reserved for the protection of places or objects of scenic, natural, historical and cultural value or interest and the provision and control of any such or other facility for public use but excludes such places, land or buildings falling within competencies of national and provincial governments.
Local sport facilities	Yes	The provision, management and/or control of any sport facility within the municipal area.
Markets	Yes	The establishment, operation, management, conduct, regulation and/or control of markets other than fresh produce markets including market permits, location, times, conduct etc.
Municipal abattoirs	Yes	The establishment conduct and/or control of facilities for the slaughtering of livestock.
Municipal parks and recreation	Yes	The provision, management, control and maintenance of any land, gardens or facility set aside for recreation, sightseeing and/or tourism and includes playgrounds but excludes sport facilities.
Municipal roads	Yes	The construction, maintenance, and control of a road which the public has the right to and includes, in addition to the roadway the land of which the road consists or over which the road extends and anything on that land forming part of, connected with, , or belonging to the road.
Noise pollution	Yes	The control and monitoring of any noise that adversely affects human health or well-being or the ecosystems useful to mankind, now or in the future.
Pounds	Yes	The provision, management, maintenance and control of any area or facility set aside by the municipality for the securing of any animal or object confiscated by the municipality in terms of its bylaws.
Public places	Yes	The management, maintenance and control of any land or facility owned by the municipality for public use.
Refuse removal, refuse dumps and solid waste disposal	Yes	The removal of any household or other waste and the disposal of such waste in an area, space or facility established for such purpose, and includes the provision, maintenance and control of any infrastructure or facility to ensure a clean and healthy environment for the inhabitants of a municipality.
Street trading	Yes	The control, regulation and monitoring of the selling of goods and services along a public pavement, road reserve and other public places.
Street lighting	Yes	The provision and maintenance of lighting for the illuminating of streets.
Traffic and parking	Yes	The management and regulation of traffic and parking within the area of the municipality including but not limited to, the control over operating speed of vehicles on municipal roads.
Municipal public works		Any supporting infrastructure or services to empower a municipality to perform its functions

### C.3.2. ORGANISATIONAL STRUCTURE/ ORGANOGRAM

The municipality has developed an organogram based on the mandate, powers and functions and need for effective administration. The organogram defines organizational structure and makes provision for the following departments and strategic programmes:

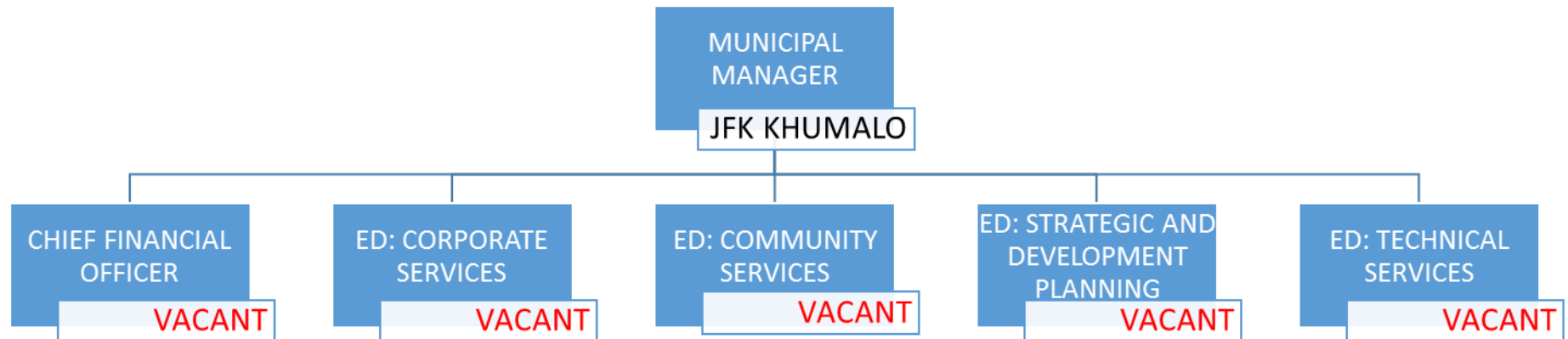
- ✚ The office of the Municipal Manager
- ✚ Corporate Services
- ✚ Strategic & Development Planning
- ✚ Infrastructure
- ✚ Community Services
- ✚ Finance

The implementation of the organogram is a priority for the municipality given a need to create sufficient capacity to implement the IDP and render services effectively. The organogram is revised continuously to cater for the changing needs of the municipality. However, the key challenge is to attract and retain qualified and experienced personnel. This could be due to the remote location of the area in relation to major urban centres and the limited resources available to the municipality for staff remuneration.

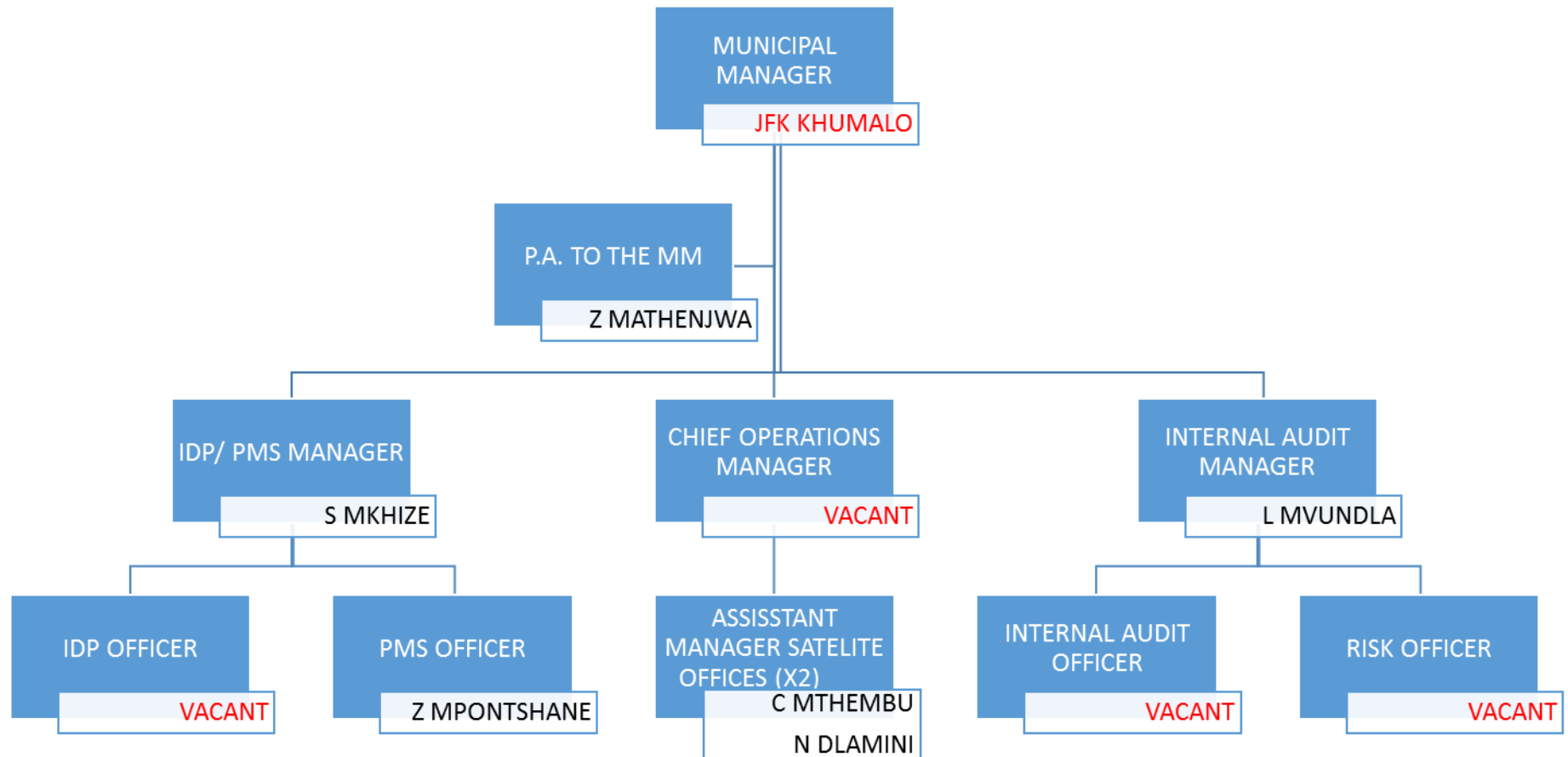
Jozini municipality has 161 permanent officials. There are 6 section 56/57 managers (4 vacant) and 20 middle managers (2 vacant). The municipality has 5 financial management intern positions which are funded by treasury and they are all filled. The municipality also has 439 General Workers which are on contract.

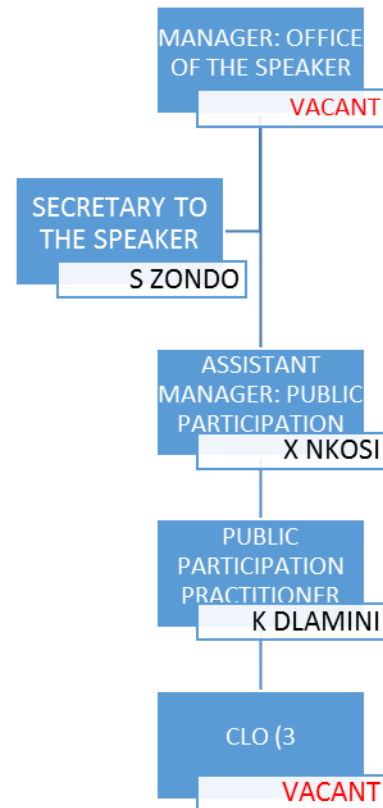


## ORGANOGRAM

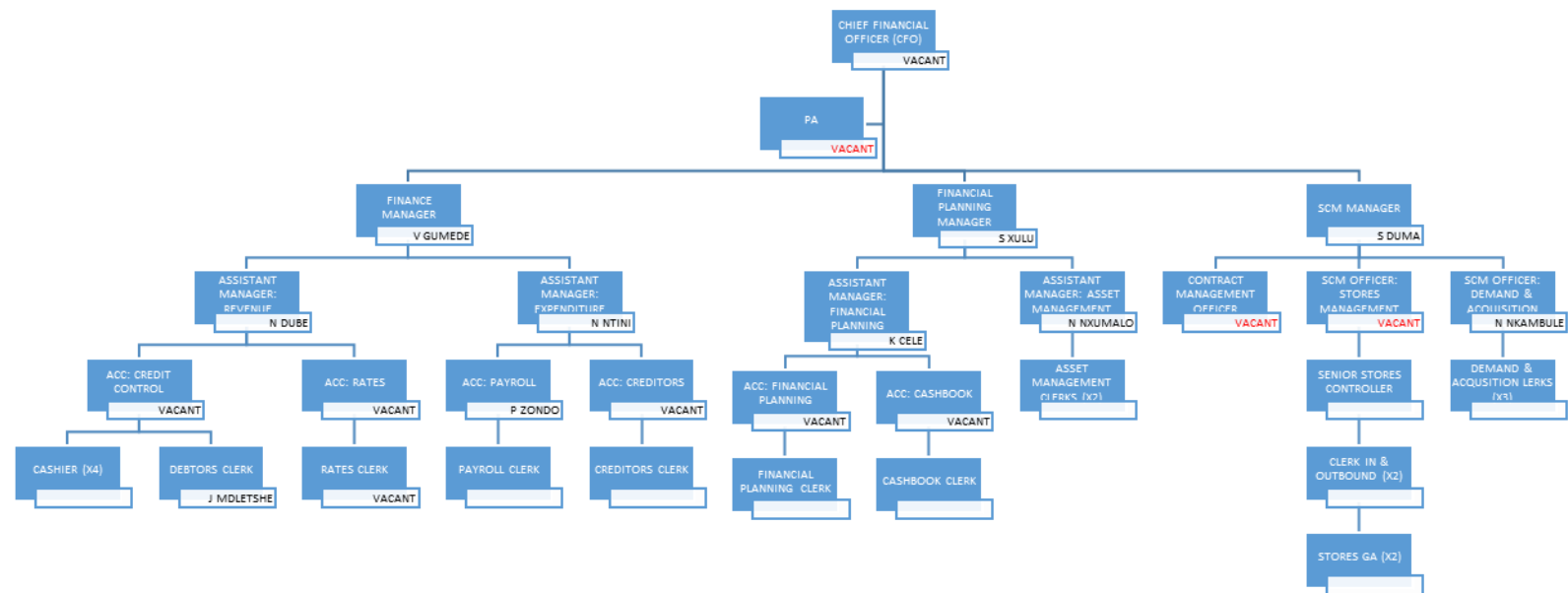


## OFFICE OF THE MUNICIPAL MANAGER

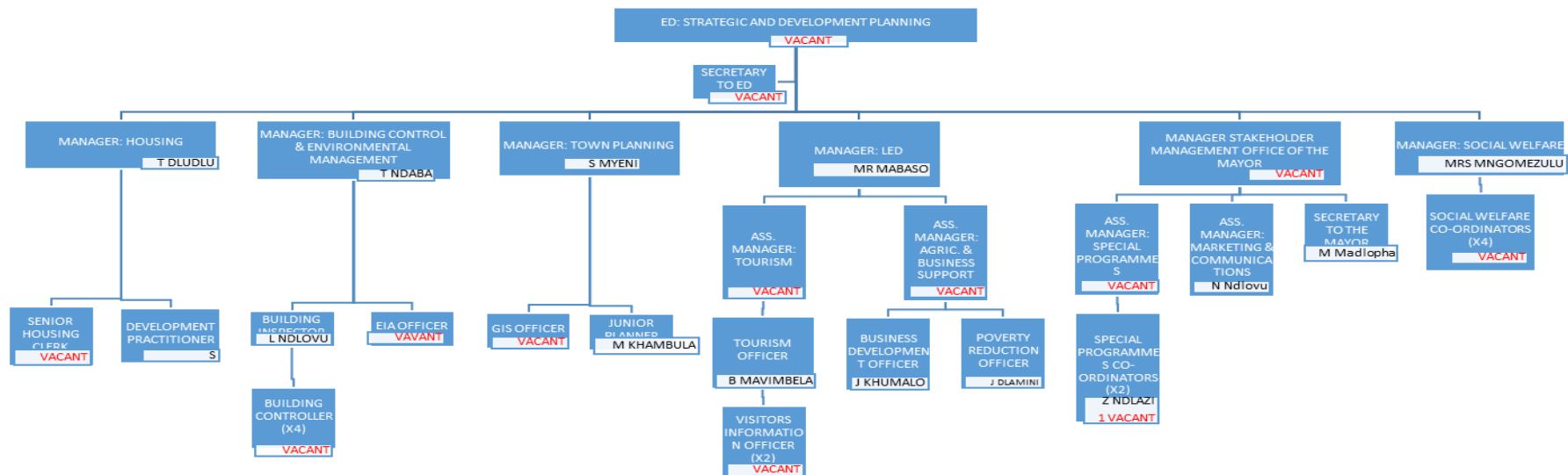




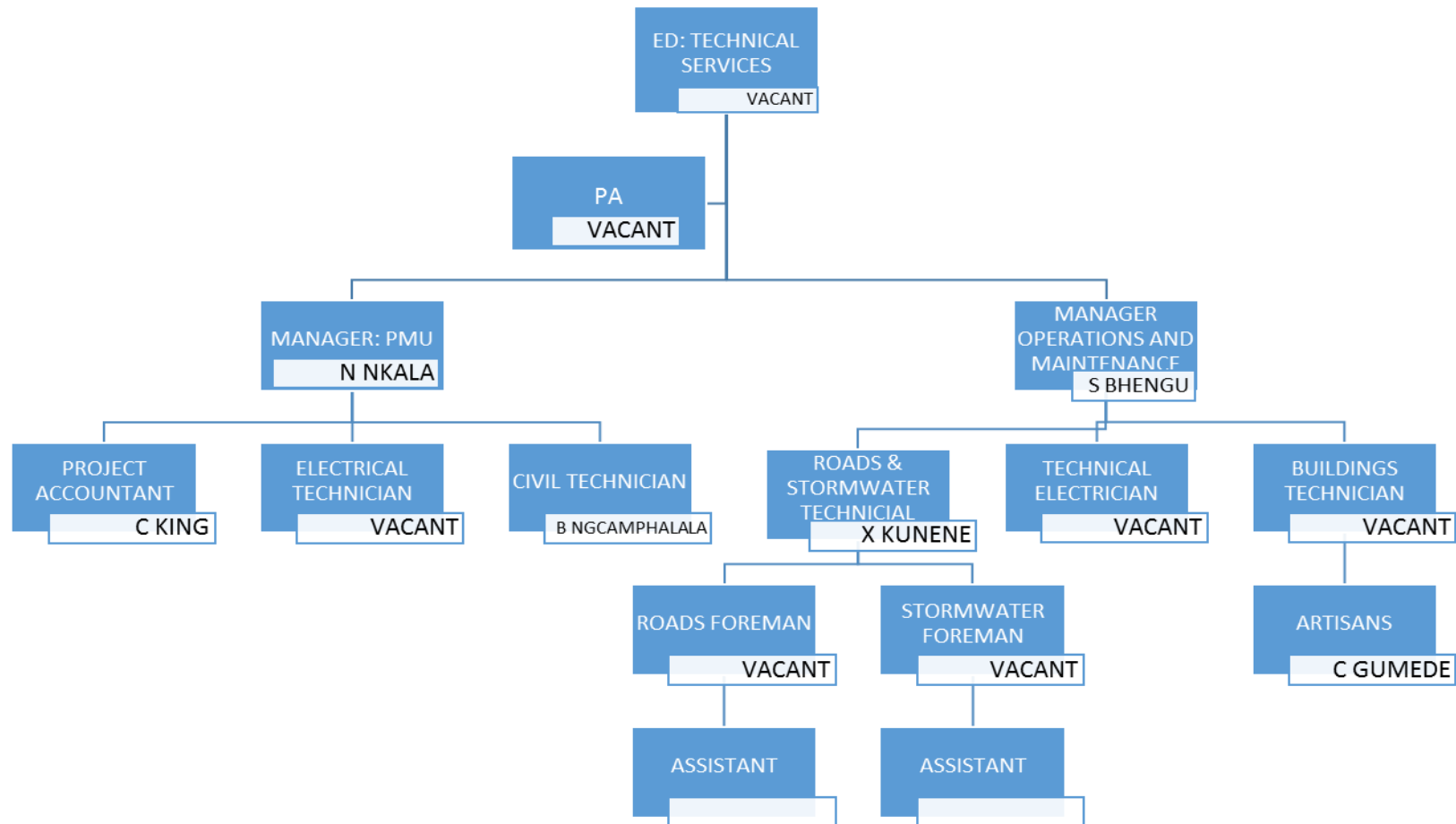
## BUDGET AND TREASURY



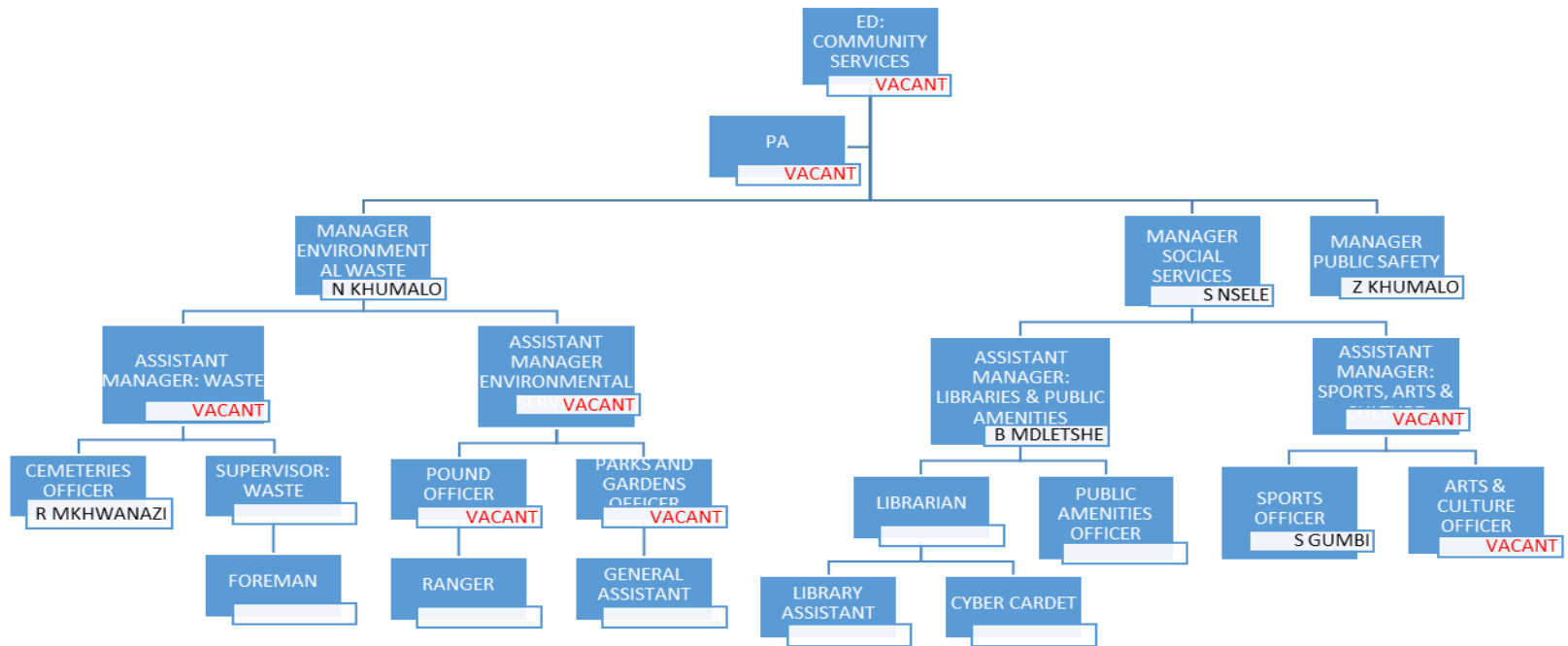
## STRATEGIC AND DEVELOPMENT PLANNING DEPARTMENT



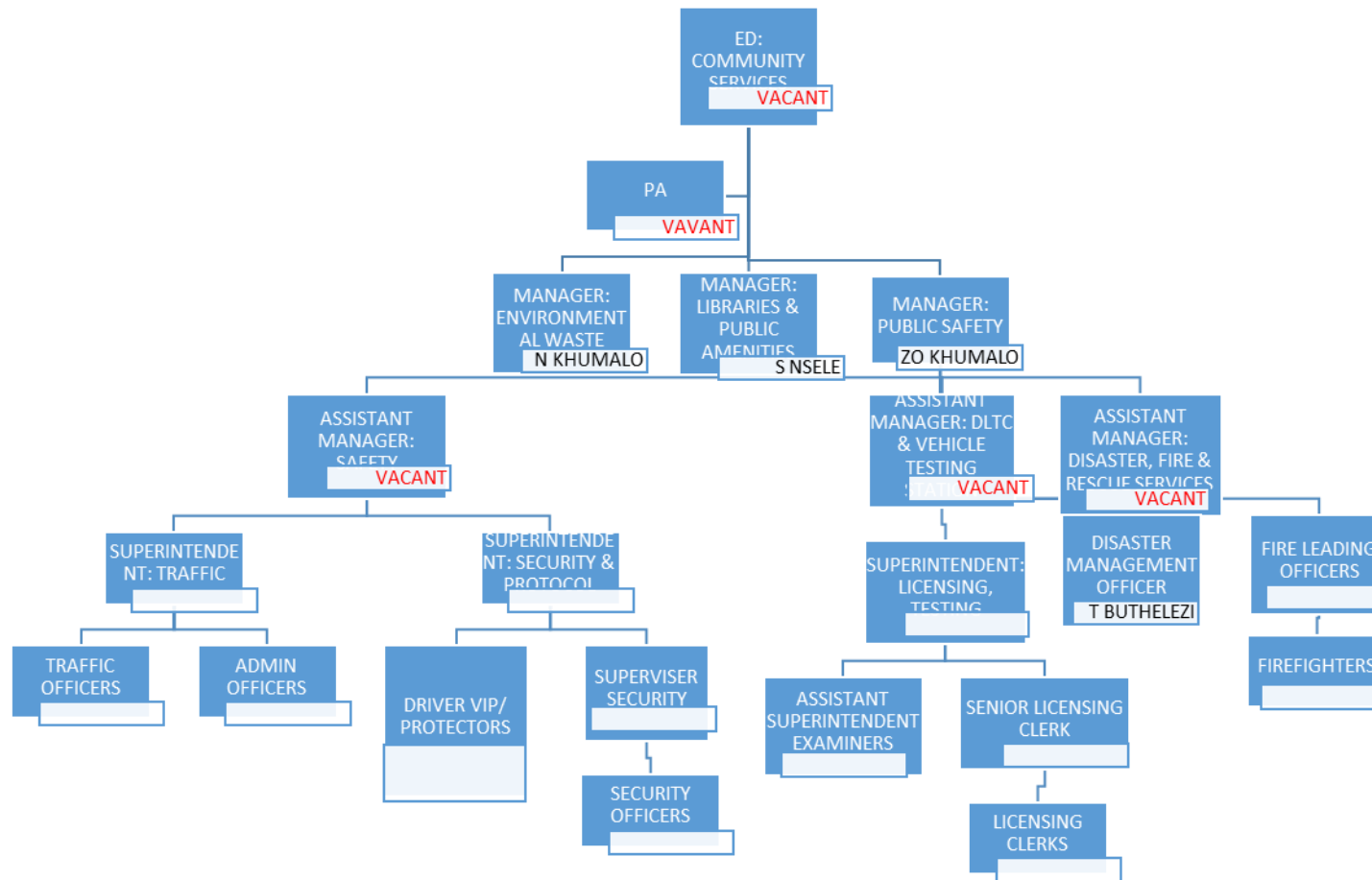
## TECHNICAL SERVICES



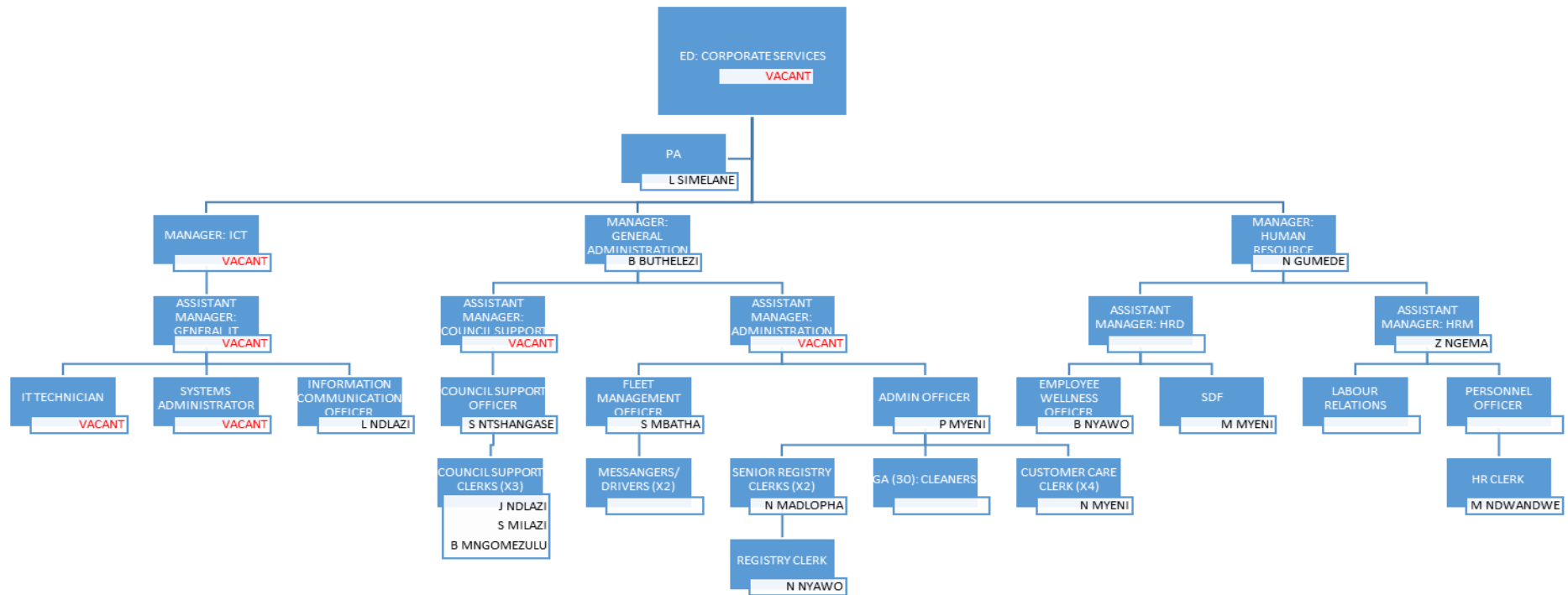
## COMMUNITY SERVICES DEPARTMENT







## CORPORATE SERVICES DEPARTMENT



### C.3.3. MUNICIPAL INSTITUTIONAL CAPACITY & STATUS OF CRITICAL POSTS

The implementation of the organogram is a priority for the municipality.

The posts of Municipal Manager, as well as all Section 56 posts, are considered as critical posts. Only 1 of these posts is filled within Jozini Municipality (Municipal Manager) and the municipality is in the process of filling the other 5.

Jozini Municipality has five departments which are aligned to five National Key Performance Areas. Below an overview is given in terms of each department's units:

DEPARTMENT	UNITS
<b>Office of the Municipal Manager</b>	<ul style="list-style-type: none"> <li>• IDP and PMS</li> <li>• Internal audit</li> <li>• Operations Management</li> </ul>
<b>Finance Department</b>	<ul style="list-style-type: none"> <li>• Financial management</li> <li>• Financial planning and assets management</li> <li>• Supply chain management</li> </ul>
<b>Corporate Services</b>	<ul style="list-style-type: none"> <li>• Human Resource</li> <li>• ICT</li> <li>• Administration</li> <li>• Legal</li> <li>• Council Support</li> </ul>
<b>Community Services</b>	<ul style="list-style-type: none"> <li>• Community works</li> <li>• Social services</li> <li>• Waste management</li> <li>• Social Welfare</li> <li>• Libraries and Thusong Centres</li> <li>• Sports, Arts and Culture</li> <li>• Public participation</li> <li>• Public safety</li> </ul>
<b>Strategic and Development Planning Services</b>	<ul style="list-style-type: none"> <li>• Housing</li> <li>• Spatial Planning</li> <li>• Building Control and Environmental management</li> <li>• SPU</li> <li>• LED</li> <li>• Marketing &amp; Communications</li> </ul>
<b>Infrastructure Services</b>	<ul style="list-style-type: none"> <li>• PMU</li> <li>• Operations and maintenance</li> </ul>

### C.3.4. EMPLOYMENT EQUITY

Jozini Municipality is an equitable employer with targeted groups represented in various layers of the municipal structure. However, there are still a number of areas where improvement is required. The municipality will try to make sure that women are also catered for when the senior management positions are being filled. Women occupy 7 of the 17 middle management positions that are filled.

#### AN EMPLOYMENT EQUITY COMMITTEE HAS BEEN ESTABLISHED AND IS RESPONSIBLE FOR THE FOLLOWING:

- ✚ Review of Employment Equity Plans.
- ✚ Ensuring that the Employment Equity Act is being implemented.

#### EMPLOYMENT OF DISABLED PEOPLE

As per the requirement from the Department of Labour, employers are required to employ a total of 2% disabled persons. The municipality also employs people living with disabilities. Council currently has disabled employees. In order to attract people with disabilities, positions which are suitable for people with disabilities are to be identified and will be stated as such on the advertisements.

#### LABOUR RELATIONS

The main focus of Labour Relations is to manage and strengthen relations between Organised Labour and Management.

All disciplinary processes and grievance processes are dealt with in terms of the Collective Agreements agreed upon by SALGA and Organised Labour. Appeals are also dealt with in terms of the same Collective Agreement until cases are referred to the Bargaining Council.

The Labour Relations (HR) section is also responsible for the following:

- ✚ Facilitation of preparation meetings for Local Labour Forum (LLF prep);
- ✚ Attending of Local Labour Forum meetings;
- ✚ Assisting Employee Assistance Programme (EAP) with drug and alcohol awareness sessions with employees;
- ✚ Workshop disciplinary process and procedures with employees;
- ✚ Foster better relationships between management and Organised Labour;
- ✚ Assist and advise line management and employees on good line management

#### HUMAN RESOURCE DEVELOPMENT

The Workplace Skills Plan (WSP) serves as the strategic document that gives direction on training and development within the Municipality. The WSP is aligned to the National Skills Development Strategy, the Skills Development Act 97 of 1998 as well as the Skills Levies Act 09 of 1999. The WSP and Annual Training Reports are submitted annually to the LGSETA. Submission of these reports ensures that the Municipality receives its mandatory grant. The municipality trains staff as per the WSP. Employees representative of all

Departments have been sent to different workshops which address the skills gaps identified by their respective departments.

The Training and Development component has positioned itself strategically to improve current training and development practises within Council as well as to form strategic partnerships with accredited Training and Development Institutions, Corporates as well as other entities within the Local Government Sector to establish a standard of best practice.

Council also has a Bursary Policy which caters for employees and members of the Community (Community Achievement Bursaries).

#### TRAINING & DEVELOPMENT POLICY

- ✚ To improve the quality of life of workers, their prospects of work and labour mobility
- ✚ To improve productivity in the workplace
- ✚ To increase the levels of investment in education and training in the labour market and to improve the return on that investment
- ✚ To encourage Jozini Municipality to provide Councillors, Employees and the Community with the opportunities to acquire new skills
- ✚ To ensure equality of access to all development opportunities and provide career development for all Jozini residents

#### BURSARY POLICY

- ✚ Assist the employee of the Municipality to improve their academic qualification and to improve their work performance and their career pathing
- ✚ Create a lifelong learning culture in pursuit of the principle of the “learning organization”
- ✚ Assist in developing the professional capacity of employees’ thus promoting service delivery.

#### RECRUITMENT & SELECTION POLICY

- ✚ Recruitment and Selection must be seen as the first step in the process of filling a vacant post i.e. “sourcing a pool of possible and suitable candidate”. Recruiting, Selecting and Retaining the right people is paramount to the success of Jozini Municipality.
- ✚ To match the human resources to the strategic and operational needs of the Municipality through IDP and SDBIP and ensuring the full utilization and continued development of employees
- ✚ Provide a sound framework for the attraction, development and retention of the high calibre employees.
- ✚ Align the Recruitment and Selection practices with all legal requirements.
- ✚ Introduce fair and objective principles and procedures for the staffing of the Municipality
- ✚ Provide guidelines for the appointment of candidates to the Municipality
- ✚ The Recruitment and Selection Policy and its implementation will be fundamentally aimed at matching the human resources to the strategic and operational needs of the Municipality and ensuring the full utilization and continued development of employees
- ✚ Recruitment and Selection is an area of decision making that requires thorough attention, accompanied by best practice guidelines to ensure that risks of corruption and unfair practices are minimized

### RETENTION POLICY

- ✚ To attract and retain competent staff that can have an adverse effect on service delivery.
- ✚ To retain key staff members whose services are regarded as critical to achieve the vision and mission of the Municipality.
- ✚ To identify individual's potential for assuming a higher degree of responsibility.
- ✚ To help develop a skills base for succession planning.
- ✚ To create and sustain a pleasant humane working environment where employees are given the opportunity to thrive.
- ✚ Staff retention is a process of ensuring that employees with valued or needed skills or experience in a scarce/critical field where recruitment is difficult are kept within the service of the Municipality by using various techniques
- ✚ The Municipality recognizes that its most valuable asset is its human resources. A great deal of time and money is invested in the recruitment, training and development of employees and, as such, every effort should be made to retain those employees who have scarce or critical skills

### C.3.6. ICT GOVERNANCE FRAMEWORK

In line with the National Corporate Governance of ICT Policy Framework, Jozini Municipality has an approved ICT Governance Policy. The purpose of ICT Governance Policy is to provide a strategic direction for the ICT Services supported by the ICT Strategy, to ensure that ICT goals are aligned with the IDP objectives, the risks are managed appropriately, and the ICT resources are used responsibly. In providing strategic direction, ICT Governance Policy enables the ICT team members to focus and contribute effectively towards the attainment of departmental goals which talks to the entire Municipality.

The purpose of ICT Governance as per COBIT Framework is to ensure the following:

- ✚ IT is aligned with the business
- ✚ IT enables the business and maximises benefits
- ✚ IT resources are used responsibly
- ✚ IT risks are managed appropriately

In implementing ICT Governance Policy, an ICT Steering Committee was established and is fully functional, constituted by senior management representatives and chaired by the Chief Financial Officer (CFO).

### C.3.7. MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT: SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Policies are in place</li> <li>• Employment Equity Plan</li> <li>• Municipal Organogram is in place.</li> <li>• Section 79, 80 and other Council Committees established and are operational.</li> <li>• A reliable ICT system for effective functioning and efficient service delivery.</li> <li>• Human Resource Policies in Place</li> </ul>	<ul style="list-style-type: none"> <li>• Representation of women in senior management</li> <li>• Local labour forum not fully functional</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Grading of municipality to another level</li> <li>• Implementation of the electronic document management system (EDMS)</li> <li>• Bursary Policy for councillors, employees and members of the public.</li> </ul>	<ul style="list-style-type: none"> <li>• Loss of critical skills</li> <li>• Lack of a job evaluation forum in order to determine post levels.</li> <li>• Staff Low Moral</li> <li>• Lack of proper implementation of some policies.</li> </ul>



## C.4. SERVICE DELIVERY AND INFRASTRUCTURE ANALYSIS

The success of local economic development is tied to the provision of basic and other types of infrastructure to the people. All services under analysis in this section are located in a specific locality, as per the Spatial Development Framework (SDF) of the municipality and have potential to enhance socio-economic development. Infrastructure analysis focuses on the status quo regarding water supply, sanitation facilities, energy and housing provision, roads and public transport, waste management and telecommunications – all of which underpins socio-economic development and determines people's quality of life. The provision of adequate municipal infrastructure remains a challenge throughout the municipality.

### C.4.1. WATER AND SANITATION

There is stiff competition amongst different water users. While water remains a stumbling block for economic development through agricultural activities, water for domestic purpose i.e. portable water, becomes crucial, hence a priority.

Based on the municipal wards IDP participation meetings; water remains the main priority at Jozini Municipality. In terms of the UMkhanyakude District Municipality's Water Service Development Plan (WSDP) (April 2007); Jozini comprises of 17 water schemes. But most of these schemes are not properly maintained therefore dysfunctional. In areas not covered by the scheme or/and in cases whereby the schemes are dysfunctional, there are boreholes. Unfortunately, most of these boreholes are non-functional due to poor maintenance.

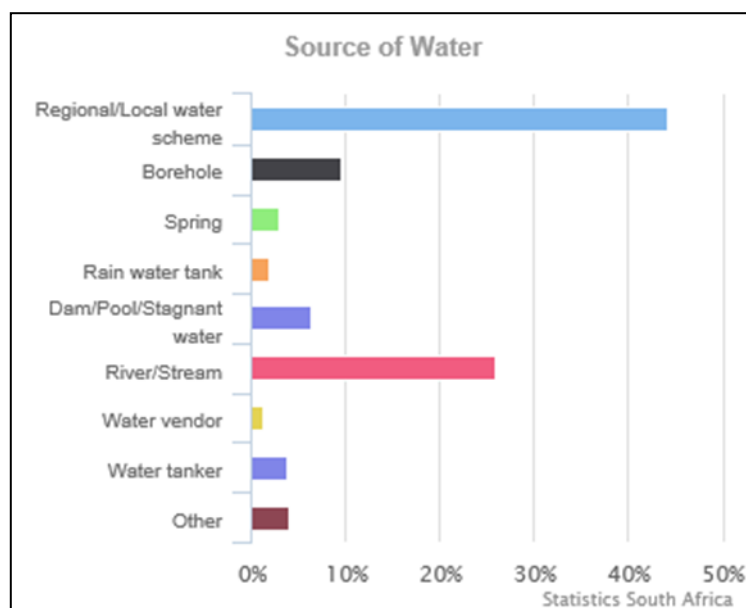
**It should be noted that Jozini municipality is not a Water Service Authority. Water and sanitation are the responsibilities of the District municipality.**

The table below illustrates the main supply of water to households. There has been an increase in the number of households that have access to piped water; the majority of households still rely on natural resources for their water supply. Only 10.9% of households have access to piped water inside their dwellings.

Source of Water

Water source	HHs	%
Regional/local water scheme (operated by municipality or other water services provider)	17162	44
Borehole	3682	9
Spring	1147	3
Rain water tank	783	2
Dam/pool/stagnant water	2486	6
River/stream	10098	26
Water vendor	476	1
Water tanker	1472	4
Other	1543	4
Total	38849	100

Source: Stats SA (Census 2011)



### WATER DEMAND MODEL

In order to have the flexibility to determine water demands for different spatial groupings, such as scheme or supply footprints, a zero-base demand model based on Census demographics (with an applied growth rate to get current figures) and levels of service (at smallest grouping) was adopted for the demand modelling. Although the demand model is based on the official Census data and agreed unit demands it is not a stochastic model, involving random demographic and unit demand sampling and probability behavior. It also does not allow for level of confidence or degree of accuracy calculations of the Census data, growth rates, nor of the unit demand values adopted. The low and high results represent the extremes of what the predicted water demands could be. These are calculated in the model by using the extremes of the range of each data item in determining the results. No statistical probability or reliability measure can be attributed to these figures, except to say that all actual results should fall somewhere within this predicted range.

Water Demand Summaries

Row Labels	Sum of Cur AADD (Rest LOS) Ave	Sum of Future AADD LOS 2020 Ave	Sum of Future AADD LOS 2025 Ave	Sum of Future LOS AADD 2030 Ave	Sum of Future AADD LOS 2040 Ave	Sum of Future AADD LOS 2035 Ave	Sum of Future HHI 2045 Ave
JOZINI	8 702	15 932	16 989	19 105	28 135	24 523	35 360

Row Labels	Sum of CurL OSSPD Ave rage	Sum of Future SPF LOS 2020 Ave	Sum of Future SPF LOS 2025 Ave	Sum of 2030LOS SPD Ave	Sum of Future SPF LOS 2035 Ave	Sum of Future SPF LOS 2040 Ave	Sum of 2045HHI SPD Av
JOZINI	11 883	20 847	22 476	25 733	34 008	42 283	50 55

Source: Draft DC27 WSDP 2016

Deciding what footprint base to use to determine the demand; discuss or review the existing infrastructure or scheme capacities was found to be quite a challenge. Anomalies were found between the DWS Water Reconciliation Strategy footprints and the current distribution

infrastructure. In addition, the level of detail in various infrastructure reports/GIS obtained from previous PSPs differed and subsequently was difficult to compare with one another.

The solution was to develop “Water Master Plan supply areas”, which are comprised of a larger supply area that simulate the seven (7) regional schemes aspired to by UKDM, bounded in instances by rivers, distance from source, topography; with smaller sub-schemes within those regional boundaries that are aligned with the existing infrastructure supply footprints and operational small schemes areas.

The six (6) water master plan supply areas are areas are Shemula, Jozini, Hluhluwe, Mpukonyoni, Mtubatuba, and Hlabisa. Water demands have been determined on sub-scheme level and the infrastructure evaluated at the same or sub-zone level. Sub-zones were defined for the specific purpose of reviewing bulk distribution main capacities, where the existing diameters were known and could be assessed.

The Shemula WMP Supply Area is divided into Shemula Eastern Sub-Supply Area and Shemula West and Central Sub-Supply Area.

Shemula Eastern Sub-Supply Area is divided into four (4) Sub-Schemes:

- ✚ Mshudu
- ✚ Thengani (Kwangwanase)
- ✚ Manguzi
- ✚ Enkanyezini

The Combined demographics and water demand for Mshudu, Thengane, Manguzi and Enkanyezini are:

- ✚ Total backlog of 9076 stands (ito Census 2011) that need to receive access to RDP supply
- ✚ Household growth of the combined eastern Shemula sub-schemes is from 11015 to 15069 households and a movement/migration of LOS as indicated achieving 25,8% YC supply by 2030
- ✚ The capacity of the treatment works of 6,8Ml/day is sufficient for the current demand of 3,5Ml/day for 2015, or 4,52Ml/day with 50% losses
- ✚ The 20 year (2035) GSPD (Gross Summer Peak Demand) is 11 Ml/day.

The infrastructure capacity and upgrade requirements can be summarized as follows:

- ✚ The current WTW capacity is 6.8Ml/day. This is sufficient for the current demand of 3.5Ml/day. The demand will surpass the capacity by 2025 and will increase to 11Ml/day by 2035.
- ✚ The demand shortage can be addressed by utilising the Shemula Western and Central Water Sub-Supply Area source.
- ✚ The demand from Shemula Western and Central Sub-Supply Area water source can be either 4Ml/day where the current Shemula Eastern region water sources are retained or 11Ml/day where the Shemula Eastern region water sources are discontinued.
- ✚ This will require an assessment of the bulk distribution from the Shemula Western and Central Sub-Supply Area.

The Shemula West and Central Sub-Supply Area is divided into six (6) Sub-Schemes:

- ✚ Manyiseni
- ✚ Ingwavuma
- ✚ Ndumo
- ✚ Emboniseni
- ✚ Phelandaba North
- ✚ Phelandaba South

The combined demographics and water demand for Manyiseni, Ndumo, Ingwavuma, Emboniseni, Phelandaba North and South are:

- ✚ Total of 14325 stands (ito Census 2111) that need to receive access to RDP supply
- ✚ Household growth of the sub-schemes combined is from 27057 to 31882 households and a movement/migration of LOS as indicated achieving 42% YC supply by 2030.
- ✚ The 20 year (2035) GSPD (Gross Summer Peak Demand) is 29 Ml/day.

The infrastructure capacity and upgrade requirements for Western and Central Shemula (Ingwavuma to Phelandaba) is summarized as follows:

- ✚ The current demand for the supply area is 11Ml/day
- ✚ The water treatment works has currently been upgraded and has a combined capacity to produce 27.5Ml/day and will therefore address the current demand shortfall.
- ✚ There is a shortfall of 1Ml/day for the projected 2035 demand
- ✚ The water treatment works will also supply the demand from Shemula Eastern Region. This will increase the demand of 28Ml/day to 32.7Ml/day if the Eastern Region current supply sources are retained or 39.5Ml if the sources are discontinued.

The Jozini WMP Supply Area is divided into Jozini Eastern Sub-Supply Area and Jozini West and Central Sub-Supply Area.

Jozini Eastern Sub-Supply Area is divided into seven (7) Sub-Schemes:

- ✚ Tshongwe Malobeni
- ✚ Othobothini
- ✚ Nondabuya
- ✚ Mjindi
- ✚ Jozini
- ✚ Mkuze
- ✚ Mhlekezi

The combined demographics and water demand for Jozini, Malobeni, Mjindi, Nondabuya, Mkuze and Othobothini are:

- ✚ Total of 12 611 stands (ito Census 2011) that need to receive access to RDP supply
- ✚ Household growth of the sub-schemes combined is from 28 167 to 32 173 households and a movement/migration of LOS as indicated achieving 48% YC supply by 2030.
- ✚ The 20 year (2035) GSPD (Gross Summer Peak Demand) is 27 Ml/day.

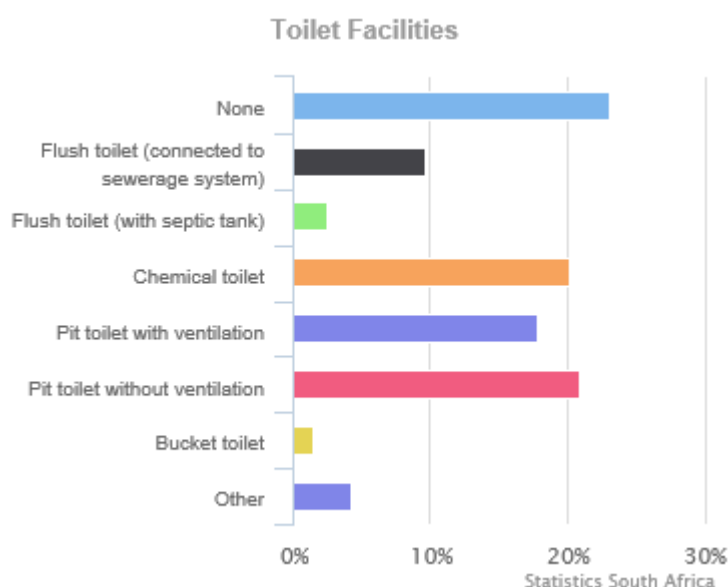
Sanitation varies from water-borne to Ventilated Improved Pit Latrines (VIPs) sanitation. The difference between the two sanitation provision methods must however be kept in mind.

Water borne sanitation is provided through the connection to a sewer network, while VIPs are the localized provision of sanitation structures.

The table below illustrates the type of sanitation facility utilized by households. There are very few households which have access to the flush toilet sewer (including flush septic tank). A positive trend has been the decrease in the number of individuals who do not have access to any form of sanitation facility.

Sanitation Facilities (Population Group) (Stats SA, 2011)

Type	HHs	%
None	8985	23
Flush toilet (connected to sewerage system)	3734	10
Flush toilet (with septic tank)	987	3
Chemical toilet	7850	20
Pit toilet with ventilation (VIP)	6971	18
Pit toilet without ventilation	8115	21
Bucket toilet	542	1
Other	1665	4
Total	38849	100



The table below presents the status quo of access to water and sanitation services in Jozini LM. From the table, it is evident that there are very few settlements/ wards that absolutely do not have access to water and sanitation facilities. Access to water in many wards is irregular and a few areas still use boreholes, water tankers or rivers as a source of water. There are only two wards that do not have access to sanitation (wards 15 and 17). There are a few sanitation programs that are still underway and therefore more wards will be provided with these services.

Table. Settlements with access to Water and Sanitation

WARD NO.	SETTLEMENTS WITH ACCESS TO WATER	SETTLEMENTS WITH ACCESS TO SANITATION
1	There is completely no provision	Sanitation was provided as a package to about 80

WARD NO.	SETTLEMENTS WITH ACCESS TO WATER	SETTLEMENTS WITH ACCESS TO SANITATION
	of water. There are irregular functioning boreholes.	households who had access to RDP houses.
2	None	Sanitation was provided as a package to households who had access to RDP houses.
3	None	Ezineshe, Komkhulu, Nhlanguano and few households at Mozi.
4	None, except water tankers or rivers.	None, except self-built toilets.
5	Sinethezekile (50%) and Gedleza (10%) areas	Hlalanathi, Sibongile and Sinethezekile areas. They are old and households built after the programme had passed, do not have toilets.
6	Nyawushani and Biva areas (but irregular)	Sanitation was provided to all households, except in households built after the sanitation provision was completed.
7	Maphaya, MaMlambo and Emlotheni area.	There are only self-built toilets.
8	Msiyane and Othobothini. In other areas, installation of water pipes is underway.	Msiyane and Othobothini areas. However, it's not all households that were provided.
9	None	Ophondweni, Emhlumeni, Ogwaluweni, Lumbe areas. But there are households built after sanitation program was completed that do not have toilets.
10	Kwashukela area. However, supply is irregular.	Mzinyeni, Kwambuzi, Mangqwashu, Kwashukela and Empumelelweni. However, there are households that were built after sanitation provision program which do not currently have access to sanitation.
11	Mphoweni, Brijini and Ntabayengwe. But it is irregular.	Nonjinkazi, Enkomeni, Ntabayengwe, Mphoweni, Brijini, e"J", Mlambongwenya, Nyamane, Kwa-Jimmy, Kwa-John, Empakeni and Majwayiza.
12	Shumela, Zulwini, parts of Bhambanana and Esiweni areas. Although, water is only available on Wednesdays and Saturdays	Shemula, Mathayini, part of Bhambanana, Onaleni, KwaMlawu, Thekwane, Bhamu and Ezibayeni
13	Makhanisi, Siwongane, Embodla areas. At Embodla, supply of water is not regular.	Makwakwa, Makhanisi and Siwongane areas do have access to toilets and there are a few sanitation projects that are currently underway in the ward.
14	Ingwavuma town and parts of surrounding areas of the town.	Kumanhlali, Elangeni and surrounding areas of Ingwavuma town.
15	1 functioning borehole near Manyiseni TC and 1 wind mill. All other boreholes are sporadic in providing water.	None
16	Mthanti, Mwayi and Magwangu areas. Although it's irregular.	Few previous RDP houses have toilets. Mthanti and Mwayi areas do have toilets.
17	Mziki, Mahlabeni and part of Munywana areas	None
18	Water pump engines at: Dinabanye, Zanhleni and Nkungwini areas.	Previous RDP houses have toilets, Nyathini, Oshabeni, Dinabanye and parts of Nkungwini areas.

WARD NO.	SETTLEMENTS WITH ACCESS TO WATER	SETTLEMENTS WITH ACCESS TO SANITATION
19	None	Phaweni, Magobhoyi, Mfingose and certain sections of Ohlalwini areas have toilets.
20	Mkuze	Tshaneni Area- Very few households have their sanitation facilities maintained. Most are vandalised.

Source: uMkhanyakude Water and Sanitation

Table, Jozini Water Scheme

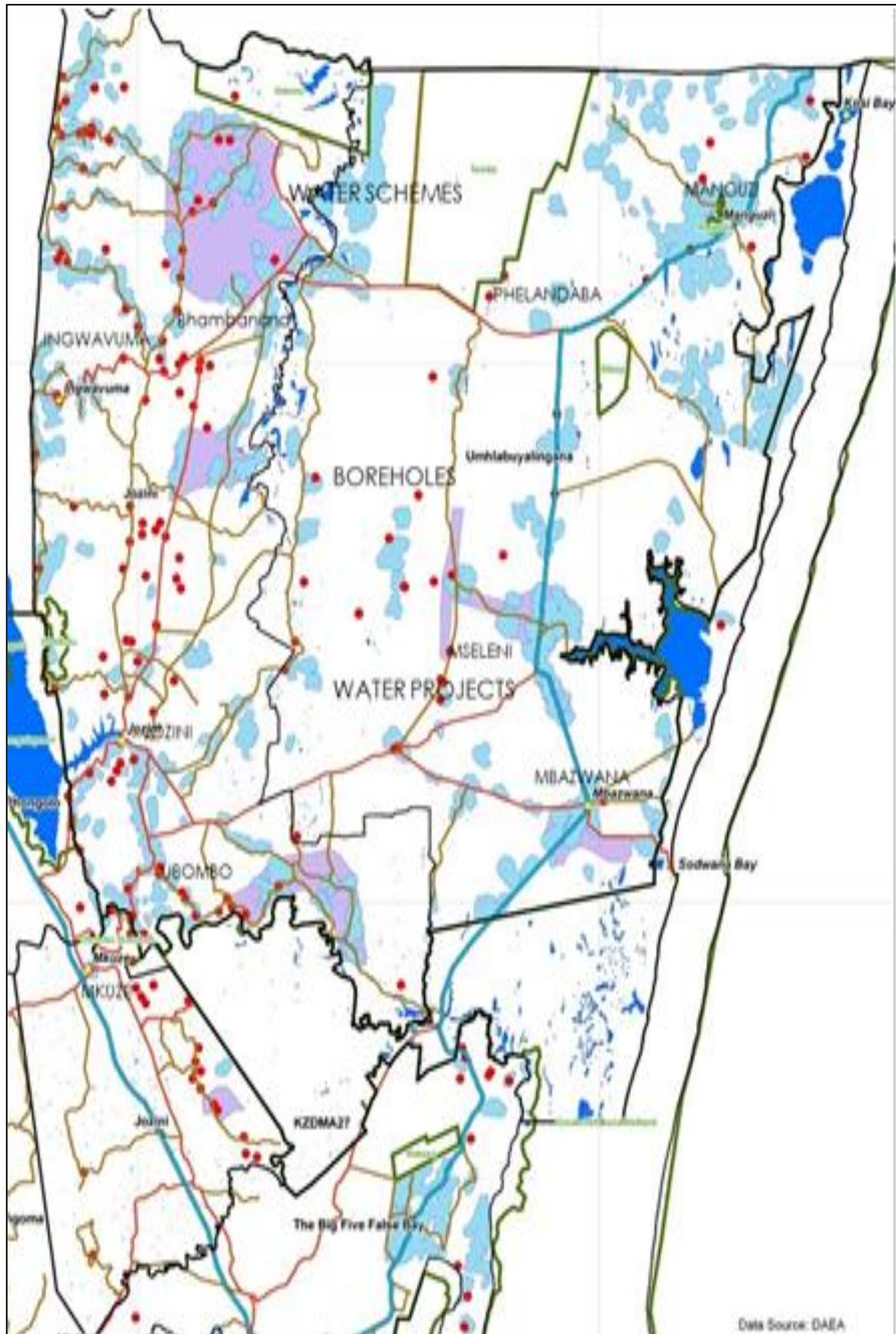
WATER SCHEME NAME	CHALLENGES
Mkuze plant	Inadequate capacity to supply the population
Mkuze River Plant	Water source (Mkuze River) dries out
Jozini Old	Inadequate capacity and illegal connections
Jozini New	Inadequate capacity to supply the population
Makhonyeni Plant	Inadequate capacity to supply the population
Block Six	Water source depends on permission from commercial farmers.
Mjindi Central	Inadequate capacity to supply the population
Emachobeni	Inadequate capacity to supply the population
Shemula water scheme	Inadequate capacity to supply the population
Nondabya water scheme	Illegal connections and inadequate capacity to supply population

Source: Water and Sanitation Department

The second table shows water schemes in Jozini LM. It is evident that the majority of the water plants do not have the capacity to supply the population. Predictions to this situation presented is that with the increasing population certainly some settlements will be left without access to water due to the inability of water plants to supply to the growing number of people. Interventions in this regard should be considered when bulk services are provided

The UMkhanyakude District municipality has an Operations and maintenance Plan which is being implemented.









## UMKHANYAKUDE WATER & SANITATION PROJECT DEVELOPMENT FOR JOZINI

All projects have been prioritised using a combination of weighting criteria - Strategic Importance; Extent of Cost Ratio; Per Capita Consumption (l/capita/day); Non-Revenue Water; Functional Criticality of Scheme; Institutional Capacity; Available Co-funding; and Implementation Readiness. Furthermore, the location of the project was evaluated by identifying 1) the associated per capita cost, 2) the percentage of people who are currently unserved within that project footprint, and finally the per capita daily demand (l/c/d). A high per capita daily demand would signal a large number of households who currently have a reasonably high level of service and are therefore less of a priority than areas which are completely unserved.

### JOZINI WATER

- ✚ Upgrading the Shemula Water Treatment plant to benefit 62 700 households in Jozini and uMhlabuyalingana
- ✚ Implementing the Jozini Bulk Regional Scheme (40 Ml/day) to benefit 50 200 households in Jozini, uMhlabuyalingana and Big Five
- ✚ Implementing KwaJobe Community Water Scheme to benefit 3062 households
- ✚ Upgrading of Mkuze Treatment Works to 5Ml/day to benefit 1362 households.
- ✚ Refurbishment of Machibini water scheme
- ✚ 5 Water Tankers were provided to Jozini local municipality

### BOREHOLE PROGRAMMES

- ✚ 5 boreholes were equipped under drought relief at Kwa Dinabanye Kumkhamu, Nhlabende, Kings Palace, Madinyana and Khume
- ✚ 17 boreholes drilled at Mambuzikazi, Lindizwe Okholweni (Sandile), Ezimambeni Ward 15, Ezimambeni Ward 15, Pangani Khume, Khume Sola, Manganini A, Manganini C, Manganini B, Kwagiba, Mangayini D, Mambuzikazi, Lindizwe Okholweni,

### SANITATION

- ✚ 6254 households have benefitted under the Ingwavuma Sanitation Project (Wards 9,10,11,12,13,14,15,17,18,19)
- ✚ 2009 households have benefitted under the Jozini Rural Household Project (Wards 3,4, 20)

#### Jozini Capital Projects

PROJECT NAME	CATEGORY		2018/19
KwaJobe Community Water Supply Scheme (Nthongwe/Malo beni)	Water		R 20 000 000.00
Refurbishment of Mkuze - Ubombo water scheme	Water		R0,00
Jozini Regional Community Water Supply Scheme Phase 1A	Water		R 20 000 000.00
Shemula Water Supply Scheme - Shemula to Ingwavuma Upgrade	Water		R 9 500 000,00
Jozini- Ingwavuma Reticulation	Water		R10 000 000,00

PROJECT NAME	CATEGORY		2018/19
Project			
Mhlelazi CWSS	Water		R10 000 000,00
Rehabilitation of existing Shemula Scheme	Water		R10 736 880.00
Greater Ingwavuma Phase 2	Water		R15 000 000.00
Nondabuya CWSS Upgrade	Water		R8 750 000,00
Ingwavuma Interim Water Supply	Water		R0,00
Ingwavuma Sanitation	Sanitation		R15 417 443,60
Thembaletu Sanitation Project	Sanitation		R15 000 000.00
Jozini Low Cost Housing Sewer Upgrade	Sanitation		R15 000 000,00
Jozini RHIG Sanitation Project	Sanitation		R5 000 000.00
Jozini – Ingwavuma Reticulation	Water		R10 000 000,00

### C.4.2. SOLID WASTE MANAGEMENT

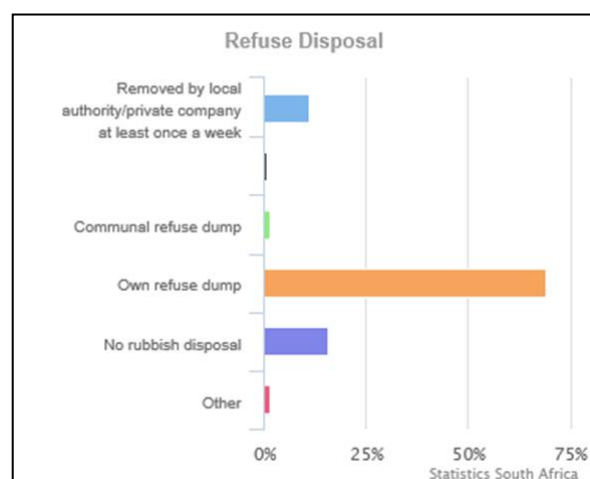
The municipality provides waste collection services in its main towns, which means that outskirt areas (the villages) are not covered in terms of waste collection. These households rely mostly on backyard dumping and burning. Extending waste collection services is one of the municipality's intentions.

The municipality has 1 dumping site which is at Mkhuze and it is not yet licensed. The municipality is planning to develop a licensed landfill site. For development of landfill, an Integrated Waste Management Plan has been compiled in order to address issues relating to waste management, such as refuse removal. The following table depicts percentage distribution of households by type of refuse disposal.

Refuse Disposal

* Refuse removal	
Removed by local authority/private company/community members at least once a week	2,224
Removed by local authority/private company/community members less often than once a week	669
Communal refuse dump	692
Communal container/central collection point	91
Own refuse dump	33,081
Dump or leave rubbish anywhere (no rubbish disposal)	5,535
Other	2,292
<b>Total</b>	<b>44,584</b>

Source: Statistics South Africa (CS 2016)





## LANDFILL SITES

Following the closure of iSibandlana and iNgwavuma waste disposal sites, Jozini municipality has one waste disposal site, i.e. Mkhuze Waste Disposal site. While the said 2 sites have been closed; there is still element of illegal dumping taking place on the sites.

## LANDFILL SITES LOCATION MAP WITHIN JOZINI LM

The status of the 3 sites is indicated in the table below:

Name of Facility	Status	Licence NR	Capacity of site	Available airspace
Mkhuze Waste Disposal	Operational	Not Licensed	6300	3.55yrs
Sibandlane Waste Disposal	Closed	Licensed for closure	1500	2.27yrs
iNgwavuma Waste Disposal	Closed	Licensed for closure	1350	5.77yrs

### MKHUZE LANDFILL

Mkhuze landfill site is situated approximately 3 km outside the town of Mkhuze. The site is 70m x 30m and has a life expectancy of approximately 3.5 years. The Jozini municipality is the owner and operator of the site. There are no permanent staff on site and irregular burning occurs. The public is not charged to dispose and no records are kept of traffic. The Mkhuze landfill site has no signage to the site and is not fenced off. The waste requires daily coverage and a TLB.



### ISIBANDLANA LANDFILL

The Jozini landfill site is owned and operated by the Jozini municipality. The site is 80m x 75m and has a life expectancy of 2 years. There are no permanent staff on site and irregular burning occurs. The site is situated in a quarry on a steep cliff. The quarry has been in operation since 1970. This is not an ideal location in terms of:

- Visual amenity (proximity to the road),

- ✚ Site expansion, and also the,
- ✚ There is a possibility that the storm water could run downwards into the quarry mouth,
- ✚ There is no cover material.

The landfill site was once fenced however the fence and the gate was stolen. The site has since been closed subsequent to the DEA waste disposal site licensing process, wherein it was licensed for closure. However, there is still element of illegal dumping on the site.

#### INGWAVUMA LANDFILL

Ingwavuma Landfill site is situated approximately 15km to the North East of the town of Ingwavuma. The dimensions are approximately 60m x 45m. The site is partly fenced with steel wire. There is an access gate at the entrance which is not monitored. The Municipality is the owner and operator of the site. There are two appointed persons on site from 0700 – 1600 Monday to Friday. Domestic waste is then disposed of on site and burned when necessary. The waste is not covered as in accordance with DWAF requirements. The approximate life-span of the existing site is 5 years, but expansion in all directions is possible. Burning also minimizes the volume of the waste. Due to the distance to the site, the public does not make much use of it.

#### UMKHANYAKUDE DISTRICT-WIDE WASTE DISPOSAL SITE COMPLIANT CHECK

On a quarterly basis, the uMkhanyakude Environmental Management Unit conduct a waste disposal site compliant check exercise on all waste disposal sites within the District. This to determine the level of improvement within which municipalities manage their waste disposal sites. Since almost all waste disposal sites are illegal, there is poor compliant with most of the checklist indicators.

The waste disposal compliant check for Jozini Waste Disposal sites is further highlighted in the table below. It should however be indicated that 2 sites (iSibandlane and iNgwavuma) has since been closed subsequent to the DEA licensing of illegal waste disposal sites project. As such, currently the Jozini municipality utilizes the Mkhuze waste disposal which is itself illegal and unlicensed.

UMKHANYAKUDE DISTRICT-WIDE WASTE DISPOSAL SITES COMPLIANT CHECK																		
Indicators>>>>>	License	Operating Plan	Access	Register	Access control	Liner	Controlled disposal	Cover	Equipment	Personnel	Leachate management	Stormwater management	Groundwater monitoring	Audits	Nuisance	Monitoring committee	Waste Information	Recycling activity on site
Name of the Site																		
Mkhuze Waste Disposal Site	X	✓	✓	X	✓	X	✓	✓	✓	❖	X	X	X	X	X	X	X	❖
iSibandlane Waste Disposal Site	•	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
iNgwavuma Waste Disposal Site	•	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

LEGEND:	
❖	Fully-compliant
✓	Partially compliant, but not a significant detrimental impact
X	Not compliant and/or significant detrimental impact
•	Licensed for closure



### **Recycling, Reuse, Recovery and Waste Minimization Initiatives**

The municipality does not have any recycling policy for either its municipal staff nor for the municipality as a whole. Domestic waste at all the landfill sites was observed to contain large amounts of recyclable material despite the recycling activities. This included plastics and paper grades. General waste at households was observed to contain a large amount of recyclable material. This included plastic and paper grades. There are no accurate records of the quantities of waste generated in different areas of the municipality. It is therefore not possible to set recycling, reuse, recovery and minimization targets.

The Jozini Recycling Centre was established with Assistance from the Belgium Government to recycle paper and plastic waste from the Jozini area, unfortunately the site is underutilized. Due to poor management by the municipality the recycling centre has not been utilized for its intended function. New S.A Waste Management and Recycling Service” was once among other recyclers who operated the recycling centre, where cardboard boxes, and plastics were recycled. They had however had a number of problems associated with high transportation costs associated with the distance to the main depot in Durban.

The municipality should resuscitate and refurbish the Jozini recycling centre and it should also encourage green waste/compost treatment at the Recycling Centre. Facilities to deal with green waste are available but underutilized at the recycling centre.

The municipality needs to consider the implementation of a policy to govern recycling, waste minimization, and reuse activities. Recovery operations for plastic and paper at the landfill site / recycle center need to be improved to increase the amounts of recyclable materials recovered from the landfill site. Recovery of recyclable materials needs to be encouraged at homes and business focal sources. This will reduce the amounts of recyclable waste to landfill site.

Public education campaigns required to promote and educate on benefits of recycling. Municipality needs to consider additional public private initiatives to encourage waste recycling and reuse. This could include promoting recycling of waste in outlying settlement areas and having these removed initially by the municipality. Eventually this activity could be contracted out or ‘sold’ to a private recycler. The municipality needs to conduct a detailed study to understand the percentages of recyclable materials that form a part of the general waste stream from residential and business areas. This study should also consider what system to employ for removal of these wastes from residential areas to central areas in the municipality, and hence sale to other areas. An accurate method of recording waste dropped off at the landfill sites needs to be established (weighbridge at the landfill). the existing Mkhuze site and the proposed Regional landfill site must also prioritize this.

### **ILLEGAL DUMPING**

Jozini has been identified as one of the dirtiest municipality in the District. Illegal dumping and litter is rife in the municipality, impacting negatively on the Tourism Sector, which is one of the 2 main economic drivers in the municipality. The perpetrators of illegal dumping are Individuals,

households, waste transporters, businesses/industries, builders and demolishers. Contributors to illegal dumping includes:

- ✚ Lack of community pride and lack of respect for law, people and land they live in
- ✚ Avoiding of cost to transport and pay at disposal/ landfill sites
- ✚ Lack of proper waste collection services

The following General Provisions should apply to areas where illegal dumping takes place:

- ✚ Measures to counter act illegal dumping to be considered (instituting waste collection service in affected area, developing bylaws, law enforcement activities, education and awareness).
- ✚ Providing a waste collection service in areas previously not serviced.
- ✚ Public Awareness (Reduce Reuse Recycle) via schools, shopping centres, pay points.
- ✚ Public private initiatives - Clean up campaigns including those organized with religious organizations, recycling forums.
- ✚ Sign posting areas where frequent dumping occurs.
- ✚ Identifying known hot spots.
- ✚ Policing / managing known dumping hot spots.

## INTEGRATED WASTE MANAGEMENT PLAN

While the municipality developed its Integrated Waste Management Plan (IWMP) in 2011; the IWMP was never adopted by the Council, and as such the municipality does not have an updated IWMP in compliance with Chapter 3, Sect 12 (d) of NEMWA. Municipality does not have waste by-laws to manage waste management activities.

The municipality will resuscitate the development of its IWMP, and must adopt and implement the broad findings of the IWMP and incorporate such findings in to the municipal IDP for implementation.

The municipality needs to gazette Bylaws with the following waste management focus areas:

- ✚ Consideration for the establishment of a waste information system as per the Waste Act. Information from landfills or generators of waste to be fed on to National Database.
- ✚ Providing access to municipal waste services in areas previously unserved and consider Free Basic Refuse Removal (FBRR) policy. The municipality will need to determine in a phased and prioritized manner how to include other areas on this service (see also Waste Act S9 (2) c).
- ✚ Describe the various waste types and requirements for the general management for business, residential, industrial, garden, building rubble, and health care risk in the municipality (to promote separation at source, recycling etc and to develop municipal standards). Include a description of general waste for collection by the municipality, and an indication of those for which a private company will need to be engaged.
- ✚ Waste generator obligations (i.e. storage of waste do's and don'ts etc) as above.
- ✚ Liability to pay for waste services rendered to householders.
- ✚ Bylaw requirements for the transportation and transfer of waste in line with national norms.
- ✚ Provision to control illegal dumping and abandoned articles in Bylaws.
- ✚ Designation and appointment of Waste Officers in terms of the Waste Act.

*Waste Management Challenges within Jozini municipality*

PROBLEM	INTERVENTION	RESPONSIBILITY (DEA ROLE?)
<b>2. Disposal sites</b>		
7.3 Unlicensed landfill sites.	All Landfill sites should be licensed in terms of the National Environmental Management: Waste Act (Act No. 59 of 2008). Municipalities need to apply for the permit with the provincial environmental departments which are the regulatory authorities for general waste facilities.	The Ingwavuma and Isibandlana waste disposal sites have been licensed through the DEA Licensing of Illegal Waste Disposal site initiative.
7.4 Need for new landfill sites.	In 2012 the municipality embarked on a land identification process for the proposed new landfill site. The last activity to have taken place on that process was the Public Participating Process (PPP) undertaken by Buk'Indalo Consultants & Stemele Bosch at KwaQondile (22 June 2012). That process had since stalled. Most recently the municipality embarked on the process of legalising the Mkhuze waste disposal site. That initiative also stalled.	The municipality should address the ownership issue with the oPhongolo municipality in respect of the Mkhuze Waste Disposal site. Through its process: licensing of landfill site; DEA should also assist the municipality in licensing the Mkhuze waste disposal site.
7.5 Lack of equipment.	The equipment currently utilized by the municipality is not enough, and cannot handle the ever-increasing pressures associated with the amount of waste generated within the municipal area. There are only 2 trucks which are expected to collect waste throughout the municipality. This as a result translates to non-collection of waste, thereby resulting in the emergence	Adoption and proper implementation of the IWMP would address the lack of equipment. DEA should assist the municipality to review/edit the never-adopted IWMP, for the municipality to adopt and implement it.

PROBLEM	INTERVENTION	RESPONSIBILITY (DEA ROLE?)
	of illegal dumping spots through the settlements' streets and open spaces	
8. Integrated Waste Management Plans (IWMPs).		
8.1 IWMP never adopted and never implemented	The municipality had developed its IWMP in 2012. However, it has never been adopted by the Council. As such it has never been integrated into the IDP for implementation purpose. The municipality should adopt its IWMP and implement it accordingly.	Adoption and proper implementation of the IWMP would address the lack of equipment. DEA should assist the municipality to review/edit the never-adopted IWMP, for the municipality to adopt and implement it.
9. Funding		
9.1 Insufficient Funds allocated to waste management.	The municipality should use the budget allocations made for the items they are allocated for.	DEA engaged Treasury during the development of the National Policy on the provision of Basic Refuse Removal for Indigent Households, and the allocations for waste were increased.
9.2 No cost recovery in tariffs.	The municipality should use the tools provided by sector departments and Treasury in order to set cost reflective tariffs. Further implementation of other policies such as the National Policy on the provision of Basic Refuse Removal for Indigent Households will ensure a balanced approach in setting the cost reflective tariffs.	DEA should conduct training on waste tariff strategy and model that would assist the municipality to determine appropriate tariffs for the waste services it provides based on cost accounting principles. NB: The use of this tool and the implementation of the Policy referred to in 3.1 above will ensure that no one is disadvantaged from getting the service on account of cost.
9.3 Poor revenue collection mechanisms.		
10. Waste Collection Service		
10.1 Insufficient equipment/tools (e.g.	Proper and efficient planning through the IWMP process. The municipality have to	

PROBLEM	INTERVENTION	RESPONSIBILITY (DEA ROLE?)
receptacles)	take an active role in the development of IWMP even if consultants have been appointed to do the work. Knowledge of what an IWMP is and what kind of information should be contained in such a report will assist municipality to know when a consultant produces a sub-standard report.	
10.2 Insufficient/inappropriate vehicles		
10.3 Servicing and maintenance problems		
10.4 Households sparsely dispersed (rural)		
10.5 Inaccessible households		
11. Governance and institutional		
11.1 Political support and buy-in	Political leadership should be engaged in issues pertaining to waste management to ensure political buy-in.	<p>The DEA engages leadership from all levels of government through different avenues:</p> <ul style="list-style-type: none"><li>✓ Waste Khoro is an annual event where all waste management officials (national, provincial, municipal) come together to discuss waste management issues and recommend action items. The political leadership including portfolio committee members, mayors and councillors are invited as well as the leadership from other sector departments.</li><li>✓ Training is offered on an on-going basis to municipal officials including councillors. The recently-held training being “Councillor Induction Programme (CIP) on Environment, Waste &amp; Climate Change” held on the 05 – 07 June 2017 in Richards Bay.</li></ul>
12. Compliance		
12.1 Do not have Waste By-laws	The municipality must customise the model waste by-laws into its own by laws	The DEA has developed a model by-law which municipalities can use to custom make their own by-

PROBLEM	INTERVENTION	RESPONSIBILITY (DEA ROLE?)
		laws.
<b>13. Human Resources/Personnel</b>		
13.1 Lack of capacity: Knowledge	Municipalities should appoint suitably qualified and people with relevant experience.	<p>The DEA gives training and support to municipalities on an on-going basis on different aspects of waste management.</p> <ul style="list-style-type: none"> <li>✓ Official training on technical aspects e.g. landfill operator training.</li> <li>✓ Councillor training on the legal obligations of municipalities on waste management issues.</li> <li>✓ Workshops on a wide range of new developments (tools, legislation).</li> </ul>
13.2 Lack of capacity: Personnel	Municipalities should ensure an on-going development of people through attendance of short courses, conferences etc.	<p>All government spheres can contribute towards this. DEA is always looking at ways to enhance the personnel capacity in municipality. The recently-concluded Youth Jobs in waste is testimony to the department's endeavours.</p>

### C.4.3. TRANSPORTATION INFRASTRUCTURE

Transport and road networks vary a great deal across the municipality. The majority of citizens rely on foot for daily transport needs.

The road network is made up of primarily provincial, district and access roads, the majority of which are in poor condition. The road network in Jozini consists of the following:

- ✚ There is one *national road* (N2);
- ✚ *Provincial Roads*. These road networks serve as the main connectors of the 20 wards, they also help in connecting to the surrounding municipalities. They also connect the primary nodes in the municipality. Most of the tarred roads are in a bad condition especially P522-1 between Jozini town and Mbazwana and the P443 between Bhambanana and Ingwavuma. These roads are characterized by potholes and livestock roaming the roads;
- ✚ The *district roads* serve as a major connection between major centres, towns and their respective rural settlement areas, and among the settlement areas. These roads are characterized by poor maintenance and most of them are gravel roads; making it difficult to use during rainy seasons; and
- ✚ There is a number of *Artery Roads* within Jozini Municipality which despite being gravelled are in a poor state.

One of Jozini municipality challenges is that most of the roads are in a state of disrepair and requires substantial upgrading. This renders some settlements almost inaccessible by a normal car and accounts for a poor public transport system in these areas.

#### PUBLIC TRANSPORT

Public transport is relatively underdeveloped because the number of people travelling from the outer parts of the Municipality is so low. The municipality is characterized by poor transportation linkages and therefore poor mobility.

Movement on the Jozini roads is perceived to be dangerous, due to:

- ✚ the bad state of the roads,
- ✚ free-roaming animals and
- ✚ the weak state of roadworthiness of many of the vehicles in the area.

Public transport is poor and dangerous. As many of the roads are inaccessible for buses and taxis, “bakkies” are illegally used for public transport.

The poor conditions of the road network in the municipality determine the access to transportation by the communities. Due to the conditions, taxi and bus transportation is not accessible to the neediest of the communities. Such communities are spatially placed in the outskirts of the major centres or towns and are connected to these centres/towns by either district or artery roads whose conditions are not conducive for taxis and buses to drive through.

An efficient transport system can significantly increase the economic conditions of an area. This is due to the reduced cost in the time spent travelling raising productivity, the actual cost of travelling reduces as more efficient means of travel be used and it allows for faster



delivery of goods and services. Road access allows more people the opportunity to access markets for both supply and consumption thus stimulating the local economy.

**Access and accessibility** represents one of the major factors enabling both human and economic development.

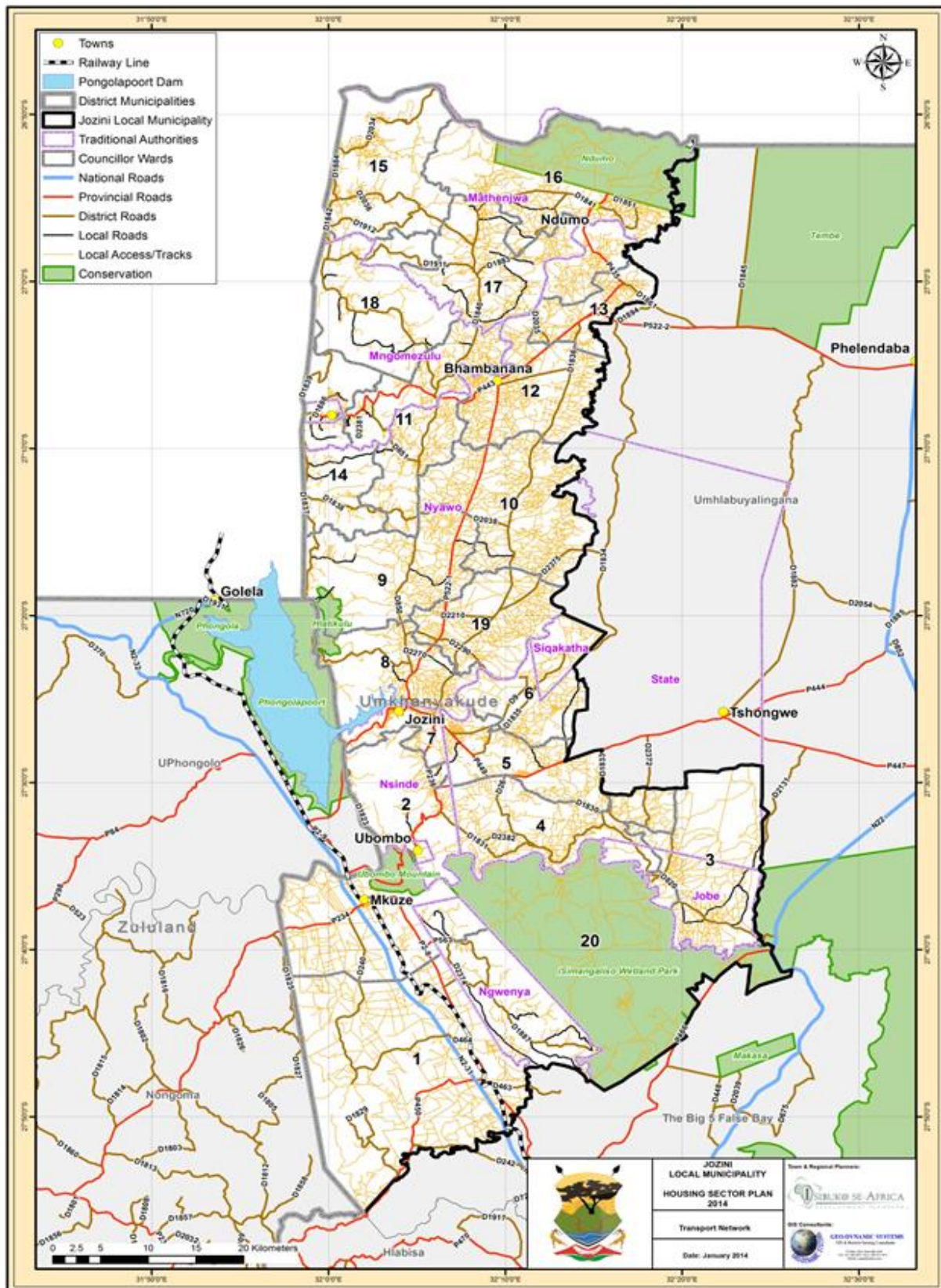
The major existing road linkages consist of the following:

- ✚ N2 in the south-west providing regional and national access to the area
- ✚ P 522 linking the N2 to Jozini and Bhambanana
- ✚ P522 linking Bhambanana to Ingwavuma and the Swaziland border
- ✚ P444 linking Jozini to Mseleni

Jozini municipality is responsible for provision of access roads and there are plans in place to do the new access roads. The municipality has budgeted for a grader which will assist in delivering this service.

DEPARTMENT OF TRANSPORT PROJECTS					
Project name	Activities	Ward	Tribal Authority Area	Start Km	End Km
Manqayini School Access Road - New Gravel Road	New Gravel Road	7	Nsinde	0.0	1.0
Sambane School Access Road - New Gravel Road	New Gravel Road	12	Nyawo	0.5	1.5
Mpondwana - New Gravel Road	New Gravel Road	8	Nyawo	0.0	4.0
D2210 - Betterment & Regravel	Betterment & Regravelling	19	Nyawo	0.0	3.0
D1839 - Betterment & Regravel	Betterment & Regravelling	14	Mngomezulu & Nyawo	0.0	6.0
D1840 - Betterment & Regravel	Betterment & Regravelling	11	Mngomezulu	1.0	5.5
D1911 - Betterment & Regravel	Betterment & Regravelling	18	Mngomezulu	12.0	19.0
D1912 - Betterment & Regravel	Betterment & Regravelling	15	Mathenjwa	0.0	1.2
D1912 - Betterment & Regravel	Betterment & Regravelling	15	Mathenjwa	1.2	2.4
D1823 - Betterment & Regravel	Betterment & Regravelling	2	Nsinde	6.0	10.8
D2374 - Betterment & Regravel	Betterment & Regravelling	1	Ngwenya	0.0	4.5
L1191 - Betterment & Regravel	Betterment & Regravelling	1	Ngwenya	0.0	5.0
D464 - Betterment & Regravel	Betterment & Regravelling	1	Ngwenya	3.0	4.6

## Transport network

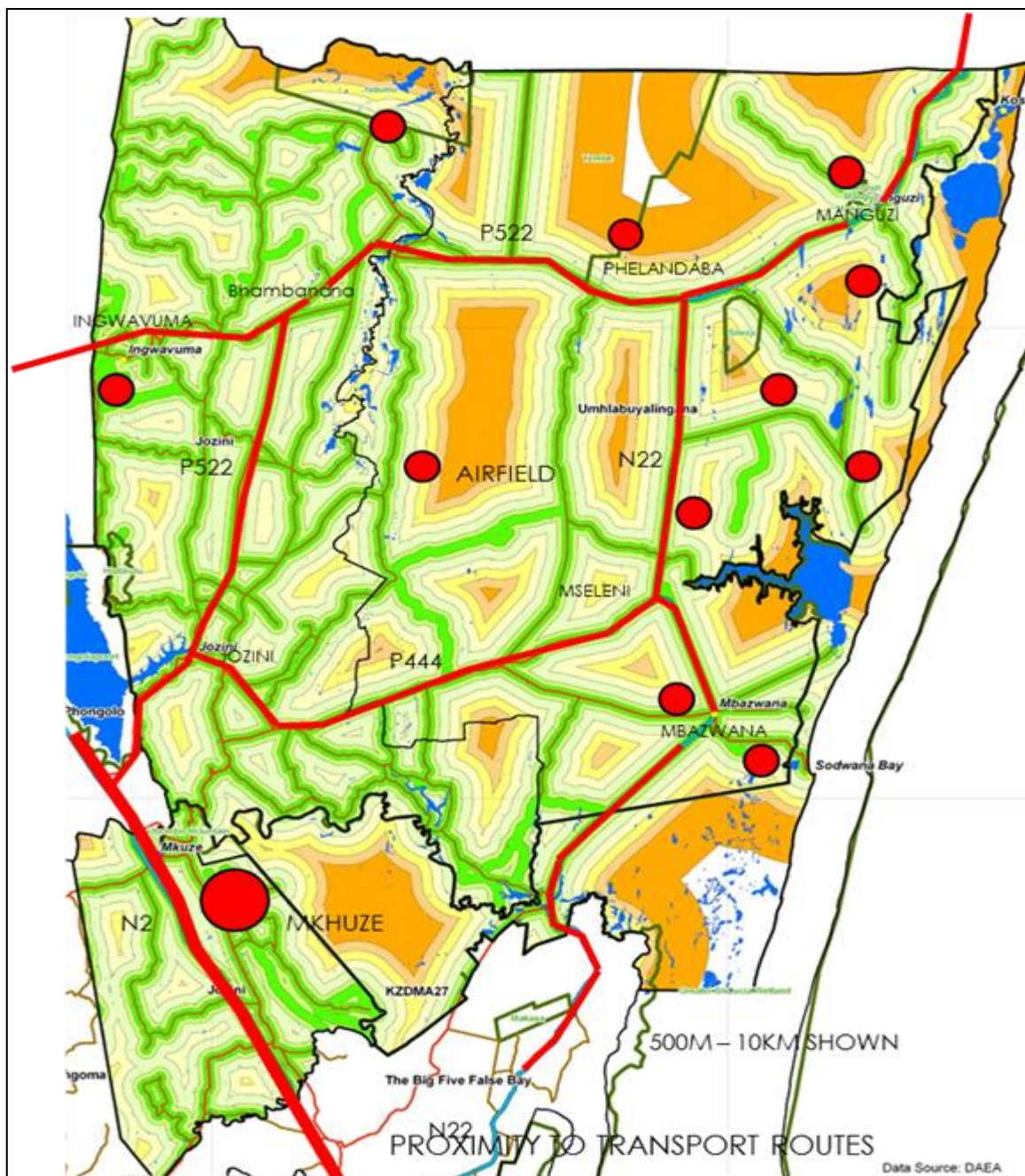




### AIR TRANSPORTATION

Accessibility by air is important from both economic and tourism development, existing airfields are as indicated,

Mkuze houses the Mkuze air strip. Currently there are plans to upgrade the runway and facilities to regional airport status with adequate facilities to handle commercial flights. The upgrade would boost the activity in the area by providing more direct, quicker access to tourism areas. The airport would create a limited number of direct jobs but provide a significant boost to the economy. There is also a small grass strips at Ingwavuma, Ndumo and Ubombo that appear to be dysfunctional.



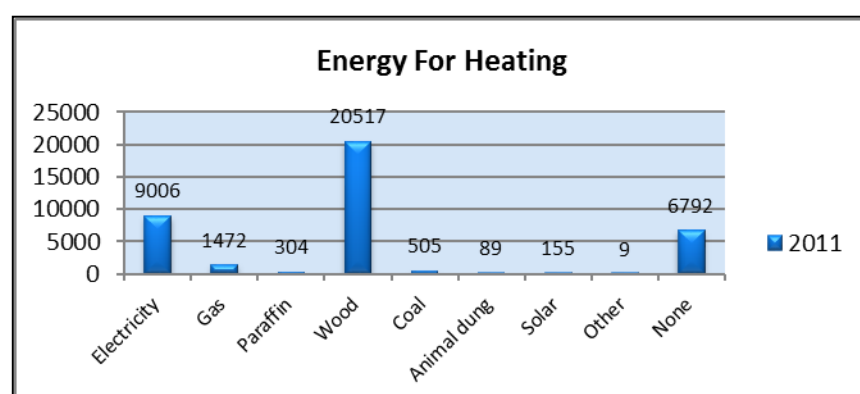
#### C.4.4. ENERGY

Energy distribution has important economic developmental implications with a potential to make considerable impact. This impact relates to improved living conditions, increased productivity and greater sustainability of the environment. In the municipality electricity is largely generated by Eskom. The provision of electricity to houses has been identified as the priority in the municipality through the ward participation meetings. Jozini Municipality is characterized by a huge backlog in electricity provision. While such a backlog could be attributed to limited power of the available substations in relation to demand; sparsely nature of households plays a determining factor in electricity provision.

Source of energy for heating

Energy Source	HHs	%
None	6792	17
Electricity	9006	23
Gas	1472	4
Paraffin	304	1
Wood	20517	53
Coal	505	1
Animal dung	89	0
Solar	155	0
Other	9	0
Total	38849	100

Source: Stats SA (Census 2011)

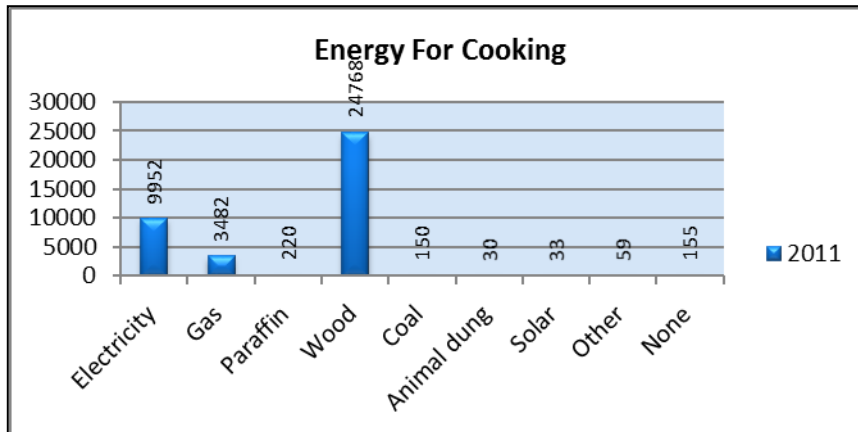


It is quite evident from the above figure that the majority of household in Jozini are heavily reliant on wood as a source of energy for heating and cooking

Source of Energy for Cooking

Type	HHs	%
None	155	0
Electricity	9952	26
Gas	3482	9
Paraffin	220	1
Wood	24768	64
Coal	150	0
Animal dung	30	0
Solar	33	0
Other	59	0
Total	38849	100

Source: Stats SA (Census 2011)

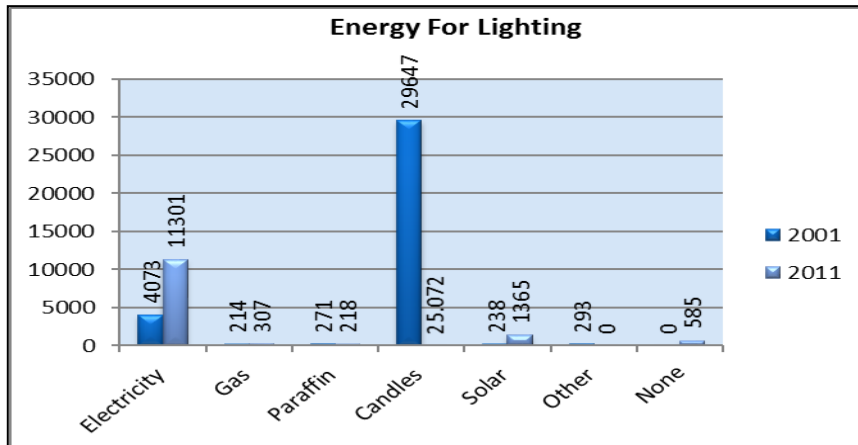


The use of electricity within Jozini LM is minimal and this could be because of the rural nature of the municipality. Access to electricity between 2001 and 2011 has improved

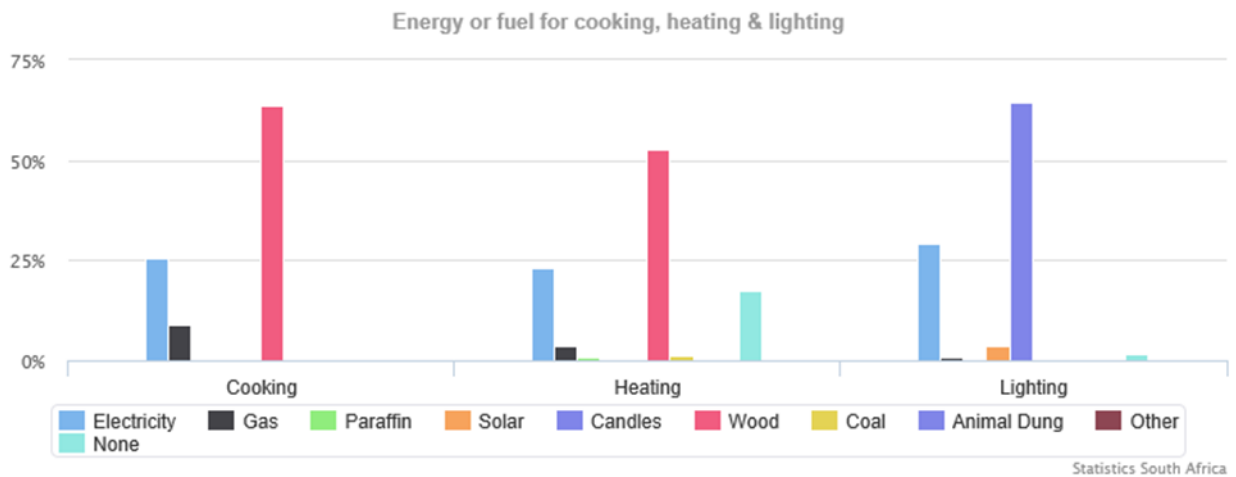
Source of Energy for Lighting

Energy Source	HHs	%
None	585	2
Electricity	11301	29
Gas	307	1
Paraffin	218	1
Candles	25072	65
Solar	1365	4
Total	38849	100

Source: Stats SA (Census 2011)

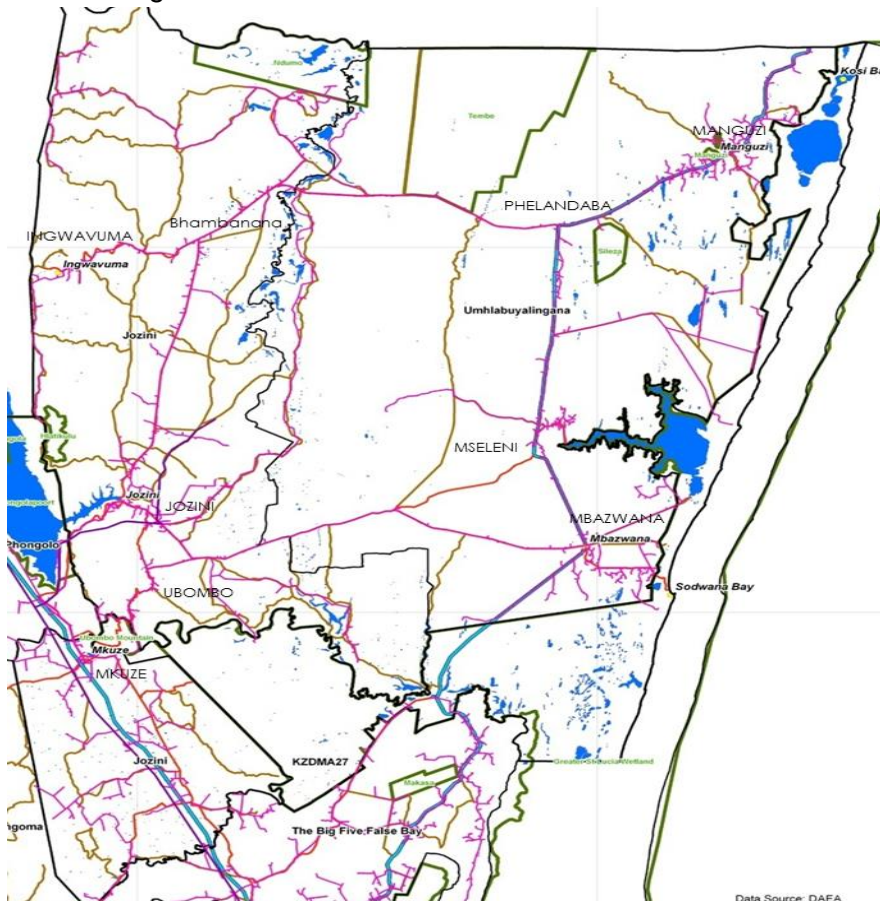


20.1% of the population use electricity for lighting purposes, while the use of electricity for cooking is estimated at 16.2% and for heating at 14.4%. The use of candles for lighting has decreased drastically between 2001 and 2011, while the use of electricity for lighting increased



The above tables paint a depressing picture as far as access to electricity in Jozini Municipality is concerned. The use of wood as for cooking and candles for lighting remain high among households in Jozini Municipality. About 64% of households still utilize wood for cooking, while around 65% still rely on candles for lighting. This implies that the use of electricity remains a luxury for households. The use of woods impacts negatively on the environment, because it intensifies deforestation.

ESKOM is trying to address the electricity backlog through upgrading the Service stations and building a new one.





#### C.4.4.1.

Jozini Local Municipality does not have electricity distribution license, even for the towns. Eskom is the only Electricity Distributor for towns and rural villages. The whole electricity network under Jozini LM belongs to Eskom.

The electricity infrastructure has serious challenges. The network is very old and some of it has even passed its lifespan.

### THE ELECTRICITY INFRASTRUCTURE

The whole electricity network belongs to Eskom. There are a number of HV and MV cables that originate from the five substations which distribute electricity within different parts of the municipal area. This is further supported by the MV substations that are there.

Despite the fact that a number of houses still do not have access to electricity, the capacity of the existing sub-stations is nearing its maximum supply, however Eskom has made plans to address this situation. This included the development of another sub-stations, a 20 MVA 132/22kV substation in Ndumo, an area within Jozini which was planned to be operational by end of October 2014.

Whilst the capacity of some of the electricity infrastructure within the area appears to be weak and below acceptable standards, the community does not yet experience black-outs as there are not many people with electricity.

The implementation of the Rural Electrification programme entails the detailed design of the distribution electricity connector infrastructure as per the Eskom and NERSA guidelines and specifications of a 20 AMP connection. Construction activities will include overhead distribution lines, individual household connections, installation of pre-paid electricity meters and in-house distribution boards.

The Jozini Local Municipality will take overall responsibility for the implementation of the programme. Eskom will continue to electrify those areas that they are busy with, which falls under the Municipality. The Technical and Planning Department together with the Director oversee all the electrification projects, while the Consultants manage the contractors.

Once the projects are completed, the infrastructure in those areas falling under Eskom supply will be handed over by the Municipality to Eskom for operation and Maintenance.

### ELECTRICITY BACKLOGS

The licensed distributors in the area under the Jozini Local Municipality (JLM) is Eskom. Eskom has five substations within the Jozini Local Municipality. The five substations are:

- ✚ Mkhuze substation;
- ✚ Makhonyeni substation;
- ✚ Nondabuya substation, and
- ✚ Ndumo substation.

The Jozini Local Municipality is characterized by serious backlogs. Currently, it is claimed that out of 38,849 households, only 10,203 have access to electricity. This figure translates to 26.3% of houses electrified, which is far much lower than the national figure. The huge electricity backlog is partly attributed to the sparsely nature of the households, in addition to lack of sufficient capacity from Eskom substations.

To confirm the seriousness of lack of access to electricity in the Municipality, around 59% of households still utilize wood for cooking, while 57% relies on candles for lighting. To the majority of households in the area, the use of electricity still remains a luxury.

<b>PLANNED ELECTRIFICATION PROJECTS</b>			
<b>PROJECT</b>	<b>WARD</b>	<b>SOURCE OF FUNDING</b>	<b>2018/19</b>
Nhlangano	3	INEP	R5 000 000.00
KwaQondile	7	INEP	R4 300 000.00
Mkhuze waManzi/Mshophi	1 & 20	INEP	R5 700 000.00
Ophansi Electrification (748)	20	ESKOM	R12 961 743.90
Bhekindoda Electrification (415)	9	ESKOM	R6 929 463.48
Shukela Electrification (360)	10	ESKOM	R5 973 135.79
Madeya Electrification (358)	17	ESKOM	R5 907 442.82
Nyamana/ Ntabayengwe/ Siweni/ Bhekindoda Electrification (624)	11	ESKOM	R10 570 525.07
Ekuhleleni Electrification (622)	15	ESKOM	R11 169 623.13
Makhonyeni/ Bhanjana electrification (252)	05	ESKOM	R4 242 620.00
Mzinyeni/ KwaMbuzi Electrification (554)	10	ESKOM	R9 645 674.03
Ndumo #2 electrification (574)	16	ESKOM	R9 872 693.00
Ophansi link line	20	ESKOM	R1 457 572.60
Bhekindoda link line	9	ESKOM	R1 996 483.79
Shukela link line	10	ESKOM	R 2 297 347.48
Madeya Electrification link line	17	ESKOM	R3 017 053.08
Nyamana/ Ntabayengwe/ Siweni/ Bhekindoda link line	11	ESKOM	R5 714 047.01
Ekuhleleni link line	15	ESKOM	R3 570 909.78
Makhonyeni/ Bhanjana link line	05	ESKOM	R5 185 566.06
Mzinyeni/ KwaMbuzi link line	10	ESKOM	R6 835 958.59
Ndumo #2 link line)	16	ESKOM	R3 734 137.47
Makhathini ss Install 2 <sup>nd</sup> 20MVA		ESKOM	R19 500 00.00

### ELECTRICAL NETWORK REFURBISHMENT

The Municipality plans to carry out refurbishment of the electrical network as their infrastructure is very old. They plan to do this in phases. The initial stage is to upgrade the two incomers which are the Munic 1 and Munic 2. They have estimated a budget of R140.8 million to complete this work. The Municipality has requested a grant funding of R60 million from the Department of Energy to cover part of the R140.8 million to fund the upgrade of the



two electrical networks. They plan to cover the balance of the budget from own balance sheet.

According to the information obtained from the business plan, the Municipality has a backlog of 28,646 houses without electricity. The estimated funding required for the current backlog, based on the estimated household cost per connection of R19,000 will translate to a total of R5443 million to be raised to deal with the total backlog, without considering new housing developments.

## C.4.5. ACCESS TO COMMUNITY FACILITIES

### C.4.5.1. CEMETERIES

There are 2 cemeteries that are under Jozini municipality i.e. Umkhuze and Ingwavuma. There are also 7 other cemeteries which are in the villages but are not owned by the municipality. Those villages are Makhonyeni A, Makhonyeni B, Sibongile, Hlalanathi, Biva, Mkhonjeni and Bhanjana. The municipality is clearing and fencing the ones in the villages. There is a new cemetery that is proposed at Ndumo. In the past years, there have been a challenge of not having cemetery bylaws, this issue is now being addressed (draft bylaws have been developed and will be gazetted soon).

### C.4.5.2. SPORTS AND RECREATION

The municipality has built a number of community halls and constructed a number of sports fields/ grounds with the assistance of the Department of Sports and Recreation in some. In total Jozini municipality has 19 sportsfields and 41 halls. It has been noted that most of these facilities were in the past not well maintained, the municipality has tried to renovate most of these facilities.

### THUSONG CENTRE

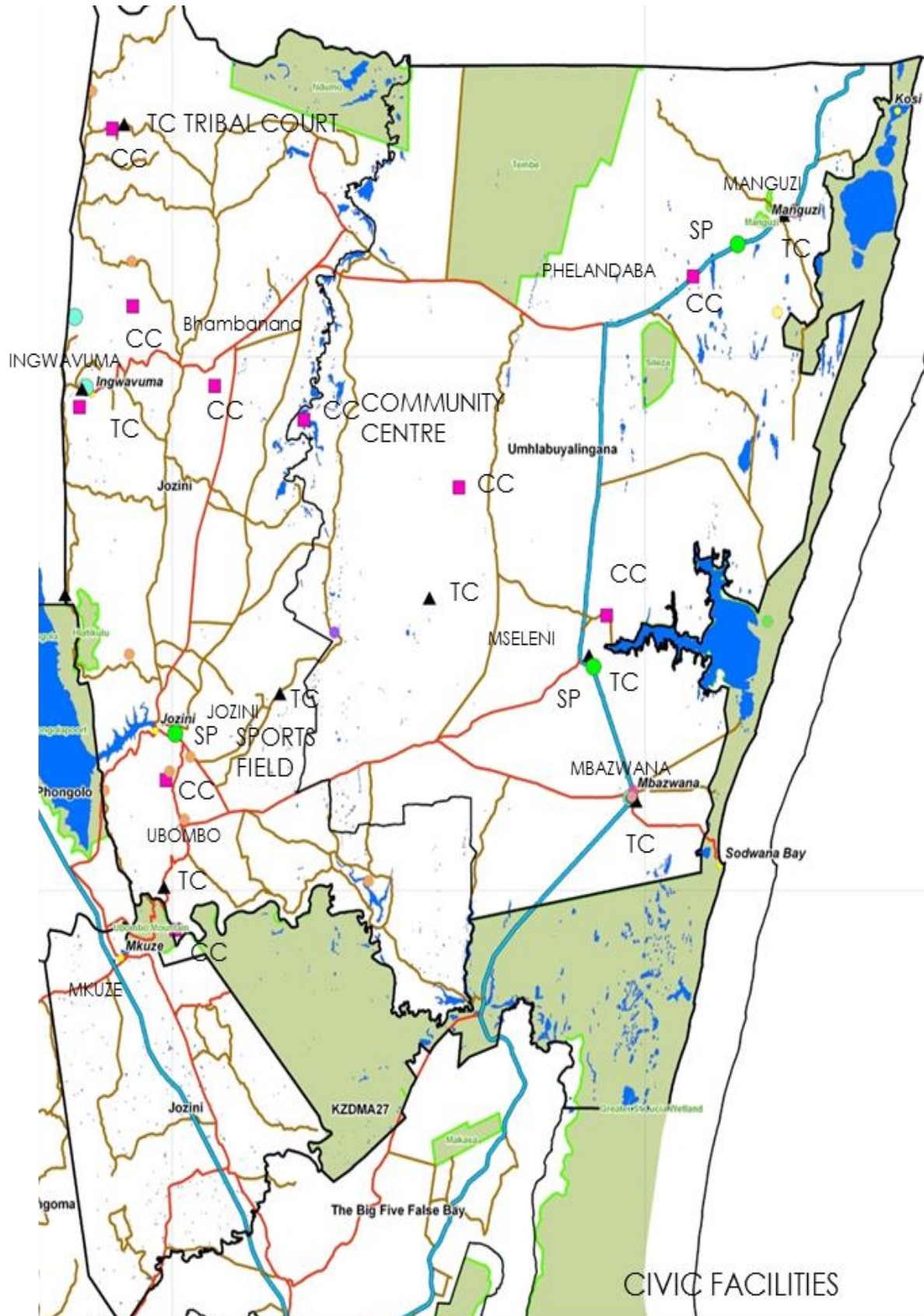
Jozini Municipality has 1 Thusong Centre which is located within Jozini town. This centre is operating well. There are government departments that occupy offices within this centre. The Jozini Thusong Service Centre is set within the development communication change which reflects a democratic approach to a public communication and information system. As it aims to put the information needs of citizens first in the communication process, this system is to empower the poor and disadvantaged. Jozini Thusong Service Centre is viewed as a means to operationalize the development communication approach as well as address information and service imbalances at local level by bringing government closer to the people.

### LIBRARIES

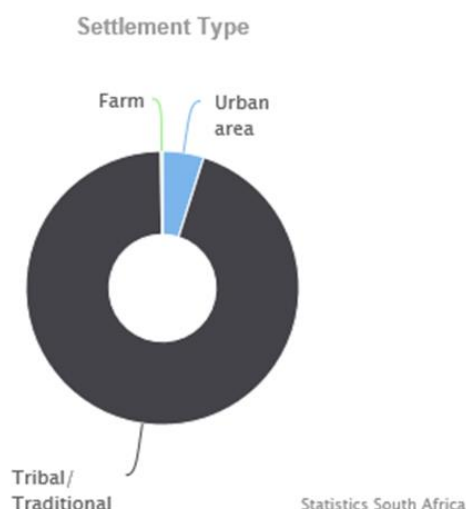
The municipality has one operating library. The DAC has completed one construction library at Ndumo ward 16. The DAC is currently constructing one at Ingwavuma ward 14 and one Manyiseni ward 15. The library currently accommodates from preschool up to tertiary students. The library is currently engaged to the following programmes:

- ✚ Internet cafes;
- ✚ computer for blind people;
- ✚ reading activity;
- ✚ career guidance and
- ✚ mobile library.

## Social Facilities



### C.4.6. HUMAN SETTLEMENTS



Area	Percentage
Urban	4,9%
Tribal/Traditional	94,9%
Farm	0,2%

There has been a more than significant increase between 1996 and 2001 and between 2001 and 2011 in the number of households residing in formal dwellings. As can be expected, there has also been a significant decrease, over the same time periods, in the number of households residing in traditional dwellings.

The Jozini LM plays a role in housing delivery at the local level, since housing delivery is identified as being one of the municipalities mandate. The core role of local municipalities as outlined in the Constitution, 1996 is to take all reasonable and necessary steps, within the framework of national and provincial legislation and policy, to ensure that the inhabitants within its area of jurisdiction have access to adequate housing.

#### C.4.6.2. HOUSING SECTOR PLAN

The formulation of the Jozini Housing Sector Plan (HSP) Review is in accordance with statutory requirement of section 9(1) of the National Housing Act (No. 107 of 1997) which informs the compilation of Housing Sector Plans. Part 4 of the Act specifically requires municipalities to compile strategies and targets, as part of their Integrated Development Plans. As such the Jozini Municipality has developed a comprehensive strategic plan of which the main objective is to create sustainable human settlement within the municipal area. Sustainable human settlements in this instance, refers to the creation of human settlements that cater for the infrastructural and socio economic needs of the people. The objective is to sustain livelihoods rather than catering only for housing (BNG).

This new Jozini LM HSDP envisages a more demand driven housing delivery process that will enable the municipality to assume overall responsibility for housing programmes within their areas of jurisdiction. As such, all municipalities have to be accredited and demonstrate their capacity to plan, implement and maintain projects and programs that are integrated with their IDPs.

Since the introduction of the Housing Act, (Act No. 107 of 1997), the National government has introduced a comprehensive programme to address a range of housing needs in South Africa. The programme is outlined in the National Housing Code and the recently introduced Comprehensive Plan for the Creation of Sustainable Human Settlements (commonly known as Breaking New Ground). The National Housing Code (March 2000) sets out clearly the National Housing Policy of South Africa. It identifies the primary role of the municipality as taking all reasonable and necessary steps, within the framework of national and provincial legislation and policy, to ensure that the inhabitants within its area of jurisdiction have access to adequate housing on a progressive basis. This entails the following:

- ✚ Initiating, planning, facilitating and coordinating housing development. This can be undertaken by the municipality itself or by the appointment of implementing agents.
- ✚ Preparing a housing delivery strategy and setting up housing development goals.
- ✚ Setting aside, planning and managing land for housing.
- ✚ Creating a financially and socially viable environment for housing delivery.
- ✚ Facilitating the resolution of conflicts arising from housing delivery initiatives.
- ✚ Facilitating the provision of bulk services.
- ✚ Administering national housing programmes.
- ✚ Expropriating land for housing development.

The main aim of this plan is not only to assist the municipality in fulfilling the above-mentioned role assigned to it in terms of the National Housing Code, but it is also to fulfill development goals and objectives outlined in the IDP and SDF.

The Housing Plan is aligned with strategies and development goals in the IDP and SDF. The Jozini Local Municipality has committed itself to support the acceleration of sustainable human settlements at appropriate locations and to ensuring that social development is catered for within the municipality.

The following are some of the key development trends/ patterns and their implication for the delivery of housing in Jozini Local Municipality:

- ✚ Population densities in Jozini are highest in the northern parts of the municipality (ward 14, 5 and 10). The delivery of housing should be focussed in areas where there are higher population densities as well as identified investment areas.
- ✚ Jozini LM has a very youthful population as the majority are aged between 15 and 64 (54. 8%). This has implications in terms of the type of services that might be required. Although the relative youthful population is decreasing, it is still dominating and adds pressure on the provision of educational facilities and employment opportunities to retain them within the municipal area. Youth unemployment rate is 52.7%. This implies that because this group is the most dominant group within Jozini, there may be a need to expand on housing instruments and explore various other ways in which unemployed people can access housing delivery processes.
- ✚ Majority of the Jozini LM population belong to the very low income groups (earn less than R3200 p/m). Low levels of income indicate high levels of poverty and high levels of dependency. The area has a strong rural character with the low-income population who can qualify for housing subsidies.

- There is a huge percentage of economically inactive people (31%), this may be an indication of the level of grant dependency within the municipality. This has detrimental implications for the sustainability of housing projects in the future and the ability of household heads to maintain houses, pay municipal rates and services.
- There are more females than males in Jozini this suggests the need for future housing projects to be gender sensitive and prioritize housing issues confronted by females.
- Jozini LM has undulating terrains. This has detrimental implications for service delivery which should be considered at the planning phases of development processes.
- The population settlement trend is that people are generally settled in rural settlements where there is a lack of infrastructure development and services. Therefore, housing projects should be in areas close to existing economic opportunities, services and facilities.

#### C.4.6.5. EXISTING AND PLANNED HOUSING PROJECTS

Table. Planned and Current Housing Projects

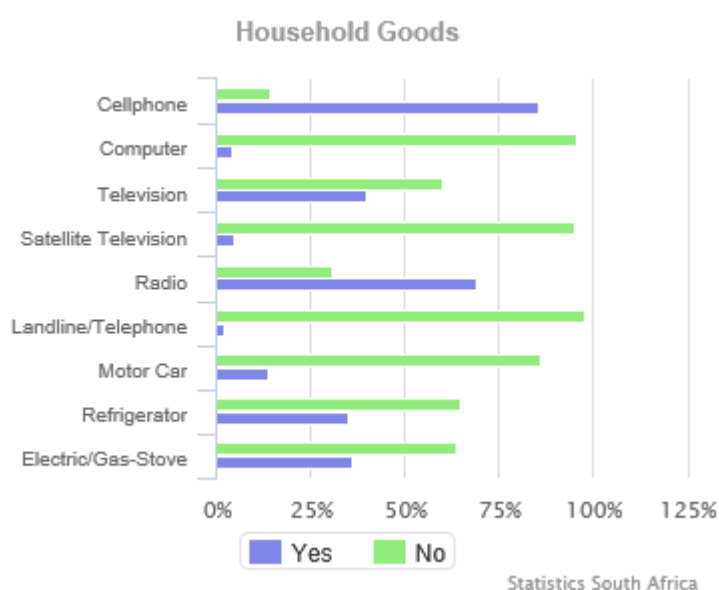
PROJECT NAME	WARD	PROJECT TYPE	NO. OF UNITS	PROJECT MILESTONE
Ndumo	16	Rural	1000	Planning
Jozini Ward 5	5	Rural	1000	Planning
KwaJobe Phase 2	3	Rural	800	Construction
KwaNsinde		Rural	600	Construction Almost Complete
KwaNgwenya	1	Rural	600	Construction Almost Complete
KwaMngomezulu	16	Rural	800	Construction Almost Complete
KwaMathenjwa		Rural	1000	Construction Almost Complete
Siqakatha	6	Rural	1000	Feasibility
Mhlekezi & Mkuze	1 & 20	Rural	800	Feasibility
Zineshe & Gujini	3 & 4	Rural	800	Feasibility
Hlalanathi & Mamfene	5 & 6	Rural	800	Feasibility
Maphaya & Madinyane	2 & 7	Rural	800	Feasibility
Msiyane & Nondabuya	8 & 19	Rural	800	Feasibility
Ophondweni & Emziyeni	9 & 10	Rural	800	Feasibility
Nyamane & Machobeni	11 & 14	Rural	800	Feasibility
Shemula & Makhanisi	12 & 13	Rural	800	Feasibility
Mbadleni & Ndumu	16 & 17	Rural	800	Feasibility
Manyiseni & Nkungwini	15 & 18	Rural	800	Feasibility





#### 4.7. TELECOMMUNICATIONS

Item	Yes	No
Cellphone	85,7%	14,3%
Computer	4,1%	95,9%
Television	39,8%	60,2%
Satellite Television	5%	95%
Radio	69,4%	30,6%
Landline / Telephone	2,2%	97,8%
Motor Car	13,9%	86,1%
Refrigerator	35,3%	64,7%
Electric / Gas-Stove	36,1%	63,9%



Between 2001 and 2011, there has been a dramatic increase in the number of households who had access to televisions, cell phones and the internet. This is important to note, since it could, in the future, become a means to directly communicate with households.



#### 4.8. SERVICE DELIVERY & INFRASTRUCTURE: SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Strength</li> <li>• Community halls in all but one ward</li> <li>• Community facilities: sport fields,</li> <li>• Financial resources</li> <li>• Quarterly site visit by portfolio committee.</li> </ul>	<ul style="list-style-type: none"> <li>• Electricity licence</li> <li>• Inconsistency on goal implementation</li> <li>• Limited office space</li> <li>• Incomplete project due to poor management.</li> <li>• Lack of infrastructure plan.</li> <li>• Potholes in towns.</li> <li>• No legal landfill site</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Rural development as identified in national development plan</li> <li>• Funding sources such as DBSA and donor funds.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of proper water and sanitation service</li> <li>• Rapid urbanisation without services</li> <li>• Drought</li> <li>• Poor maintenance of provincial road.</li> </ul>

## C.5. LOCAL ECONOMIC & SOCIAL DEVELOPMENT ANALYSIS

### C.5.1. LOCAL ECONOMIC DEVELOPMENT ANALYSIS

According to guidelines prepared by World Bank “Local Economic Development (LED) is the process by which public, business and non-governmental sector partners work collectively to create better conditions for economic growth and employment generation. The aim is to improve the quality of life for all.

#### C.5.1.1. LED STRATEGY

Jozini municipality has an LED Strategy which was last reviewed during 2015/16. Since we are now under the new dispensation the plan is that all councilors will be workshopped to all municipal policies and strategies and the adoption will be done at once.

The funding to review the strategy was received from COGTA and Officials from COGTA were part of the project steering committee during the review of the strategy. It is attached in the IDP document.

#### C.5.1.2. POLICY/ REGULATORY ENVIRONMENT

##### INFORMAL ECONOMY POLICY

The municipality has an adopted Informal Economy Policy which regulates permits for street vendors.

The informal economy provides a form of livelihood to the poor and makes an important contribution to the economic and social life of residents in Jozini Municipality. The informal economy in Jozini is diverse, ranging from street traders and shebeen owners to child careers and domestic workers. It is often characterized by its flexibility, creativity, resilience to absorb shocks, and its ability to adapt to changing external environments. This activity is quite widespread and accounts for a significant proportion of the employment and income of the municipality.

The development of the Ithala Mall and adjoining retail facilities in Jozini CBD plays a significant role in promoting small business development and prevention of leakage of buying power to neighbouring towns. The services of the informal economy in Jozini not only address selling of food and beverages but also extend to tertiary services such as plumbing and catering. The issue of lack of finance and appropriate business skills hinder entrepreneurs from developing their businesses into fully-fledged formal operations.

The major challenges that the informal sector experiences are summarized as:

- ✚ Competition from big supermarkets makes it difficult for the informal traders (the informal traders compete with the supermarkets who sell the goods at a very cheap rate because they buy the stock in bulk and this reduces their potential income and growth of their business);
- ✚ There is a lack of facilities such as street vendor shelter, safe packaging and storage facilities for sellers;
- ✚ Lack of access to capital for expansion of business and for improvement;
- ✚ Lack of awareness of incentives available to them which could benefit them;

- ✚ Lack of awareness of support structures available to the; and the
- ✚ Lack of management and business skills.

### INVESTMENT/ RETENTION POLICY

Investment Promotion in Jozini Municipality is uncoordinated due to the lack of an Investment Promotion Strategy for the Municipality. Consequently, there is a lack of investment promotion projects and programmes for the local municipality. Efforts have been made, through the LED Forum, to hear presentations by potential investors and investment projects; however, very little visible result has been seen from these endeavors.

### IMPLICATIONS FOR REVISED LED STRATEGY

- ✚ Need for Investment Promotion Strategy to Guide Investment and Promotion in the LM
- ✚ Training for LED Officials in Investment Promotion
- ✚ Strengthening relationships with TIKZN in order to build on investment promotion opportunities
- ✚ Strengthening relationships with Umhlosinga Development Agency in order to grow investment promotion in Jozini
- ✚ Need for revitalisation of LED Forum

The municipality has been involved in a number of efforts to assist small scale businesses and cooperatives in their development. This has involved the development of business plans, linking SMMEs and co-operatives to funding sources and assistance in terms of registration. Challenges that have been felt in this regard include the limited funding for such projects. There is also no guiding documentation (no investment promotion strategy or SMME Development Strategy) that assists the LED Unit in developing, supporting and retaining businesses in the Municipality. Due to this, there is also little business retention and support programmes for large-scale investors into the local municipality.

The municipality is in the process of appointing the service provider to do an Investment/Retention Policy.

### EPWP POLICY

The EPWP policy is aligned with EPWP phase 3 but still need to be adopted by the Council.

### SMME'S AND CO-OPERATIVES DATABASE

There is a database for all active/registered SMMEs and Cooperatives in the municipality.

#### C.5.1.3

This PGDS and PGDP provides KwaZulu-Natal with a reasoned strategic framework for accelerated and shared economic growth through catalytic and developmental interventions, within a coherent equitable spatial development architecture, putting people first, particularly the poor and vulnerable, and building sustainable communities, livelihoods and living environments.

Attention is given to the provision of infrastructure and services, restoring the natural resources, public sector leadership, delivery and accountability, ensuring that these changes

are responded to with resilience, innovation and adaptability. This will lay the foundations for attracting and instilling confidence from potential investors and developing social compacts that seek to address the interconnectedness of the Provincial challenges in a holistic, sustainable manner, whilst nurturing a populous that is productive, healthy and socially cohesive.

The PGDS aligns itself to the Millennium Development Goals (MDGs), the New Growth Path (NGP), the National Development Plan (NDP), as well as various other national policies and strategies. It identifies seven strategic goals, all of which have a direct bearing on economic development. They are:

- ✚ Goal 1: Job Creation;
- ✚ Goal 2: Human Resource Development;
- ✚ Goal 3: Human & Community Development;
- ✚ Goal 4: Strategic Infrastructure;
- ✚ Goal 5: Environmental Sustainability;
- ✚ Goal 6: Governance and Policy; and
- ✚ Goal 7: Spatial Equity.

Strategic Goal 1, Job Creation, deals directly with local economic development, and is of particular importance to the purposes of the current analysis. The key strategic objectives within this goal are:

- ✚ Unleashing the agricultural sector;
- ✚ Enhancing sectoral development through trade and investment;
- ✚ Improving the efficiency of government-led job creation programmes;
- ✚ Promoting SMME and entrepreneurial development; and
- ✚ Developing the knowledge base to enhance the knowledge economy.

In addition, other cross cutting goals and objectives relate to the development of strategic infrastructure such as roads and rail, ensuring demand-driven skills development and training, ensuring efficient coordination between all developmental stakeholders, and promoting spatial equity through spatial concentration.

Implications for Jozini LED:

To this end, the Jozini LED needs to ensure:

- ✚ A focus on development of key economic sectors (agriculture, manufacturing, tourism, SMME & informal sector and services);
- ✚ Advancement of investment promotion and facilitation as a means to stimulate economic development;
- ✚ Development of SMMEs and promotion of entrepreneurship;
- ✚ Industry-driven skills development and training;
- ✚ Development of spatial concentration through use of nodal and corridor development;
- ✚ Enhanced coordination between all stakeholders.

The District Municipality has developed a DGDP. This was done in order to compile a comprehensive and strategic vision and direction for growth in the District until the year 2030. The long-term vision for uMkhanyakude District as outlined in the DGDP is simply and clearly “uMkhanyakude Metro by 2030”. The vision is said to be about two things;

1. the resolve by the family of Municipalities to bridge the urban/rural divide insofar as the development of the District needs to ensure that all the people of the District needs to have access to and enjoy the conveniences of a metropolitan city; and
2. to rally the people of the District around one large, long term planning idea.

This DGGP was designed to link the IDP with the National and Provincial planning imperatives. The District DGGP identified the following Strategic Goals for Long Term development within uMkhanyakude:

1. Expanded District Economic Output and increased quality and quantity of employment opportunities
2. Enhanced quality of District Human Resources
3. Improved quality of life and life expectancy within the District
4. High quality infrastructure network to support quality of life and economic growth
5. District development to be characterised by integrity and quality of physical environment and underpinned by a coherent spatial development
6. Excellence in governance and leadership

Furthermore, there are six Key Performance Areas (KPA's) that were identified within the DGGP. These are the following:

1. Municipal Transformation and Institutional Development
2. Service Delivery and Infrastructure Development
3. LOCAL ECONOMIC DEVELOPMENT
4. Municipal Financial Viability and Management
5. Good Governance and Public Participation
6. Spatial Planning and Environmental Management

Implications for Jozini LED:

- ✚ Importance of IGR structures and communication between local and district municipalities
- ✚ Local Economic Development as a KPA for the DGGP
- ✚ Integrated urban and rural development
- ✚ Improved municipal leadership, training and capacity
- ✚ LED for the promotion of employment opportunities and economic growth

## MAIN ECONOMIC CONTRIBUTORS

- ✚ Agriculture
- ✚ Tourism
- ✚ Business: Formal and Informal

## AGRICULTURE

Agriculture, although it has shown a positive growth rate within the past 10 years, has declined in contribution to the Gross Value Added of the Local Municipality. In 2013, the sector only contributed 7% to the overall GVA of Jozini Local Municipality.

The climate of Jozini Local Municipality can, for the most part, be described as subtropical and varies from moist subtropical along the coast to moderately dry subtropical in the west.

The climate, together with the soils of the area has the greatest influence on agricultural production in the area. Value-adding remains a challenge for Jozini Municipality's agricultural production. Value-adding approaches should focus on processing, packaging, marketing and the distribution of local produce. Workers are more likely to transfer their skills to value-added enterprises than to non-agricultural manufacturing and service industries.

Jozini Municipality needs to harness the potential of proposed strategies and plans for agriculture in order to:

- ✚ Promote the development of economic infrastructure, such as market stalls at accessible locations;
- ✚ Provide agricultural extension services (fertilizers, seeds, irrigations etc.) and training programmes with the Department of Agriculture as a key partner;
- ✚ Identify international donor agencies for investment programmes;
- ✚ Promote agricultural beneficiation; and
- ✚ Identify suitable areas for the development of market gardens.

In addition to traditional livestock the following activities are present in Jozini:

- ✚ Sheep farming;
- ✚ Goat farming;
- ✚ Dairy ranching;
- ✚ Poultry production;
- ✚ Wildlife ranching;
- ✚ Aquaculture;
- ✚ Vermiculture;
- ✚ Apiculture; and
- ✚ Alternative animal production systems

Crops produced in the area include:

- ✚ Cotton;
- ✚ Sugarcane;
- ✚ Fruit and vegetables;
- ✚ Fruit trees (avocado, papaya, banana, citrus, and mango);
- ✚ Cassava; and
- ✚ Forestry.

PROJECT	ACTIVITY	HA	KM	BUDGET	JOBS

## TOURISM

Tourism is regarded as a cross-sectoral industry in that it has linkages with other sectors such as retail, manufacturing, transport, catering, hospitality, etc. As a result, it is difficult to measure the contribution of tourism to the local economy as GVA from the tourism industry is spread across a number of other sectors. The provincial catering and accommodation sector employed close to 42,000 people, and generated a GVA of more than R6.7 billion in 2011. The sector experienced 5.7% real average annual GVA growth since 2001, while

employment within the sector declined at 1.9% per annum. This indicates that while the sector is growing, the employment in the sector is not growing at the same pace as the output and there is a need to boost employment in the sector.

In order for tourism development to be effective within the context of the LED, it needs to be aligned to the tourism strategy for Jozini Municipality and the newly developed Draft Tourism Strategy for Ndumo. The vision for tourism in Jozini Municipality is the following:

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*To increase the tourism product offerings in order to attract tourists that have traditionally bypassed the area and in the long term to turn Jozini into a fully-fledged destination in its own right by focusing on the area's natural asset base, the diverse cultural representations and the unspoilt natural beauty of the area.*

---

It is necessary to institutionalize the tourism industry by promoting partnership investments. The Jozini Dam is an under-exploited resource in the area. The local municipality has identified the need for park and recreational zones at Jozini to boost the local economy through tourism. The Muzi Lake, boat and canoeing projects have been specified as a priority project represents a potential entry point to unlock potential.

The main attractions in the Jozini region listed in the IDP review are:

Lebombo Mountains; Pongolapoort Dam (commonly known as Jozini Dam); Pongolapoort Game Reserve; Mkhuze Game Reserve; Ndumo Game Reserve; Hlathikulu Forest; Jozini Dam Development; Border Cave; fishing in the Pongolo River; King Dingaan's Grave; Usuthu Gorge.

## MANUFACTURING

The manufacturing sector is the joint third (with general government) largest contributor to the Local Municipality's GVA (contributing 13% in 2013). The provincial manufacturing sector employed close to 287,000 people, and generated a GVA of more than R76 billion in 2011. The sector experienced 2.4% real average annual GVA growth since 2001, while employment within the sector declined at 2.0% per annum.

Some of the key constraints highlighted by manufactures in the context of LED, which have had an impact on employment and output of the sector are:

- ✚ Increasing input costs (electricity, water, labour and capital goods);
- ✚ Collapse of the rail network and unreliability of the current rail service;
- ✚ Underinvestment into electricity and water supply infrastructure;
- ✚ Lack of available, zoned industrial land;
- ✚ Too much red-tape creating an administrative burden for industry;
- ✚ Lack of maintenance and provision of roads and other bulk services;
- ✚ Restrictive labour legislation;
- ✚ Declining competitiveness due to a lack of new investment (and technology);
- ✚ Vulnerability to international market prices;
- ✚ Lack of coordination between public and private sector;
- ✚ Lack of support for industry by local government (in terms of lobbying with provincial and national government and SOEs); and
- ✚ Impact of HIV/AIDs on the working age population.

Manufacturing contributes 13% to Jozini's overall Gross Value Added and employs 5.43% of the total employed persons within the formal economy. Jozini's industrial activity is limited due to lack of supporting infrastructure. However, it should be noted that despite this, there are numerous SMME and informal activities in evidence in the area. For these smaller operators as well as large scale industrialists, water and power access remain constraints, there are opportunities that can be explored in this sector. Expanding established industry has a range of exciting possibilities and municipal support functions will play an increasingly important role in supporting continued inward investment in to the local area. There is also a number of untapped opportunities in the manufacturing sector, especially timber processing which is currently dominated by larger established sawmills.

### RETAIL, COMMERCE AND THE INFORMAL ECONOMY

Informal trading has become a feature of the urban and rural environment in Jozini Local Municipality, and symbolises its changing nature in both spatial and economic terms. The absence of informal trading policy for JLM renders it difficult to co-ordinate and plan informal trading activities.

The uncontrolled and unplanned growth of this sector will have a negative impact on the developmental agenda of the municipality. It can result in conflicts between stakeholders due to the uncertainty of each other's rights and limitations, e.g. informal traders and big businesses and officials.

The advantages of having an informal trader's policy are:

- ✚ It defines a holistic and integrated approach to informal trading;
- ✚ It will clarify the municipality's position on informal trading;
- ✚ It will form the basis for the implementation of By-Laws that regulate informal trading in the municipality; and
- ✚ It provides basis for resource allocation decisions.

#### C.5.1.4. INTERVENTIONS AND PROGRAMMES

The following co-operatives will be supported by the Department of Small Business Development:



**C.5.1.5. BENEFICIARIES**

<b>CO-OP</b>	<b>CONTACT PERSON</b>
Makhathini Youth farming	Simelane N Mazwi
Vezithanga Agriculture	Lindiwe T Ntshakala
UmpHEME Poultry Broilers	Mazibuko Sindisiwe
Ingenzeka	Nyawo Samkelisiwe

**KEY NATURAL ASSETS/ RESOURCES****C.5.1.7. STRATEGIC PROGRAMMES RESPONSIVE TO COMPARATIVE AND COMPETITIVE ADVANTAGES****SPECIFIC PROGRAMME THAT SEEKS TO TRANSFORM THE LOCAL TOURISM PLAYERS:**

- ✚ Existence of the Community Tourism Organisation (CTO) which drives tourism programmes.
- ✚ Identification of Woman Organisations doing craft work
- ✚ Sourcing of funding of tourism projects run by historically disadvantaged communities (Mozi Pan and Ngodini Border Cave)

**PROGRAMME THAT TARGETS THE INFORMAL ECONOMY**

The municipality is assisting informal traders in various ways. One of the things that are done is construction of market stalls in towns.

**C.5.1.8. JOB CREATION**

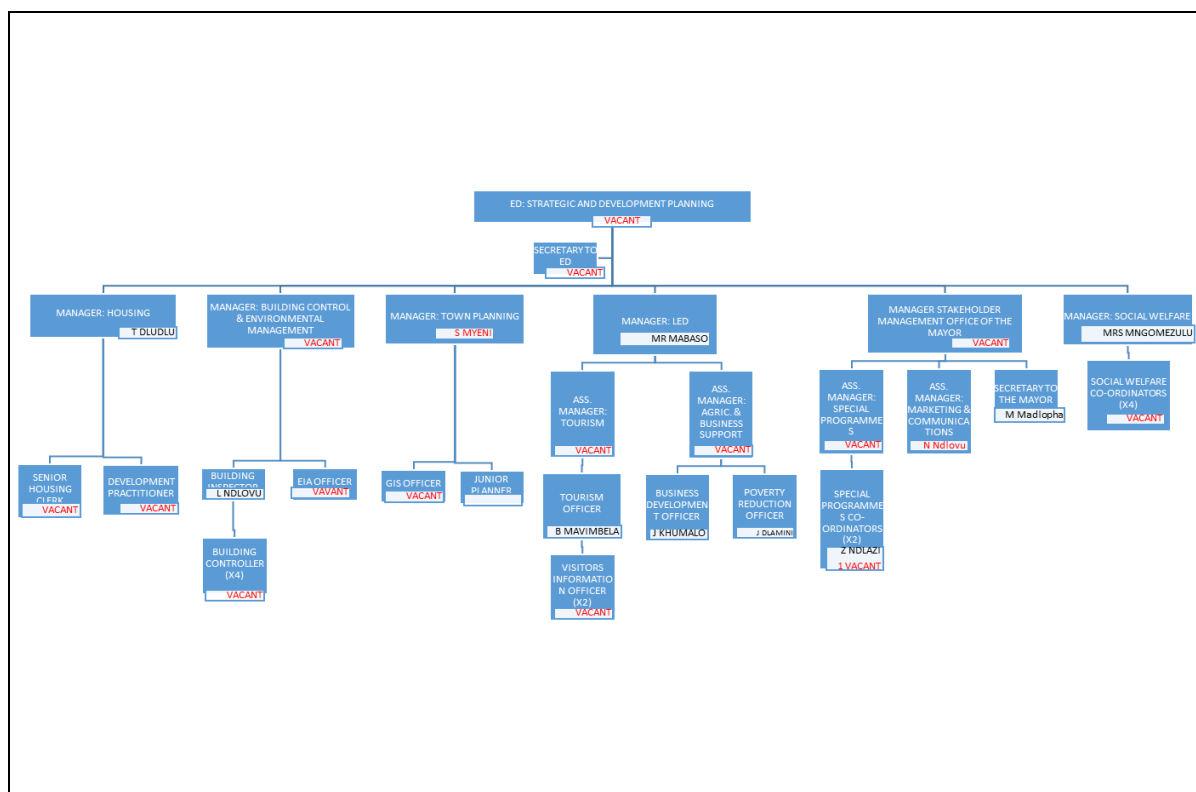
Job creation is done through EPWP and LED projects.

**C.5.1.9. EPWP INDICATORS**

- ✚ The EPWP is implemented in all 20 wards
- ✚ The number of Jobs created through the programme is 1345
- ✚ The reference group as a coordinating body is in place and it sits once a month
- ✚ Capacity building initiatives to participants are done as to meet some of the objectives for the programme

**C.5.1.11. CAPACITY OF THE MUNICIPALITY**

The figure below presents the location of Jozini LED within the Strategic and Development Planning Department of Jozini Municipality.



#### C.5.1.12. MOBILISATION OF PRIVATE SECTOR RESOURCES

The municipality has developed an investment and promotion strategy which is at a draft stage. This strategy will assist the municipality with initiatives that will attract private investors, etc.

#### LOCAL ECONOMIC DEVELOPMENT: SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>Subtropical</li> <li>Plenty of land under irrigation and without irrigation</li> <li>Enough water</li> <li>Known as fruit basket</li> <li>Existing LED strategy</li> <li>Existing Tourism strategy</li> <li>Fully functional Unit</li> </ul>	<ul style="list-style-type: none"> <li>Limited resources to support Cooperatives, SMME'S and big projects</li> <li>Shortage of Staff (capacity) within the Section</li> <li>Shortage of infrastructure (informal traders)</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>Heritage sites, Monuments (Idlinza Lenkosi Udingane), Caves etc.</li> <li>Natural Resources (Pans, Animals Birds, Gorges, Mountains etc)</li> <li>Location (Swaziland Mozambique, N2)</li> <li>Other attractions (Jozini Dam, Game Reserves)</li> </ul>	<ul style="list-style-type: none"> <li>No revenue base</li> <li>Red tape</li> <li>Political Instability</li> </ul>

## C.5.2. SOCIAL DEVELOPMENT ANALYSIS

### C.5.2.1. POVERTY ERADICATION MASTER PLAN (PEMP)

It is government's mission to ensure that communities living under conditions of poverty are helped to rise above their current condition. "Poverty is a human rights issue and government has a mandate to do everything possible to ensure that communities that are faced with poverty are given a chance to better their lives.

The municipality has developed a Poverty Eradication (Reduction) Master Plan and it is implemented. Each ward has been budgeted for an amount of R1 000 000.00 to implement this plan for 2018/19.

### C.5.2.2. HEALTH

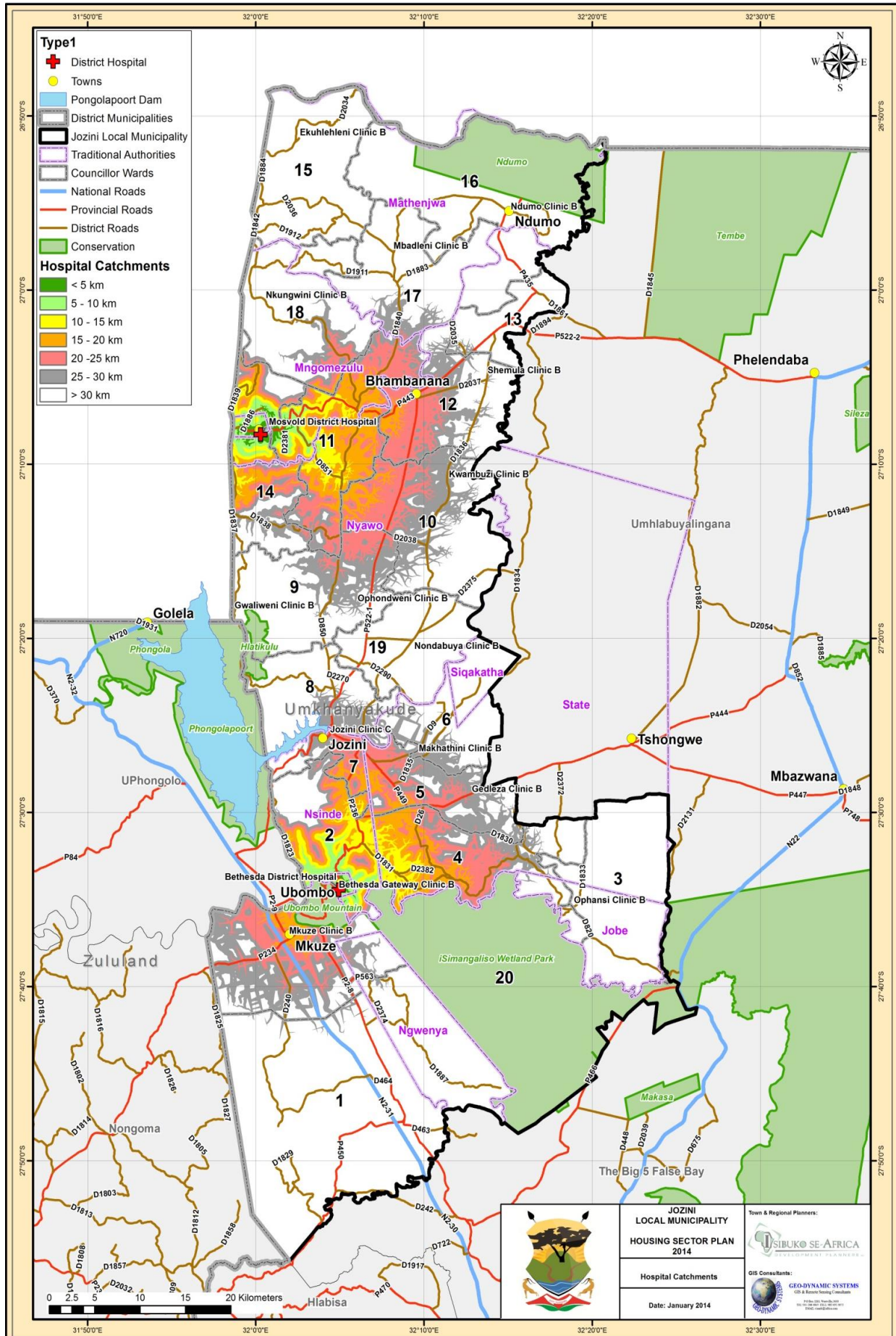
Jozini is served by two (2) hospitals namely; Mosvold hospital which is located in Ingwavuma and Bethesda hospital located at UBombo.

Jozini has eighteen (18) clinics which are located in areas of great densities. There are also two gateway clinics and 6 mobile clinics (with 91 mobile points, but 23 of these have no shelter), but the communities are not satisfied with this service.

Access to health services is still unreasonable since many people are forced to travel more than 10km to make use of the facilities. This service is one of the priority needs. There is an application of some form of planning standards which suggests that a population of 50 000 people needs to be provided with a hospital while 6000 people needs to be provided with a clinic. This therefore suggests that the area is supposed to be serviced by 3 /4 hospitals and 31 clinics which suggest a backlog of 2 hospitals and 14 clinics. It must be noted that these standards tend to be difficult to comprehend in a rural context especially in an area such as Jozini which is characterized by the sparsely populated settlement.

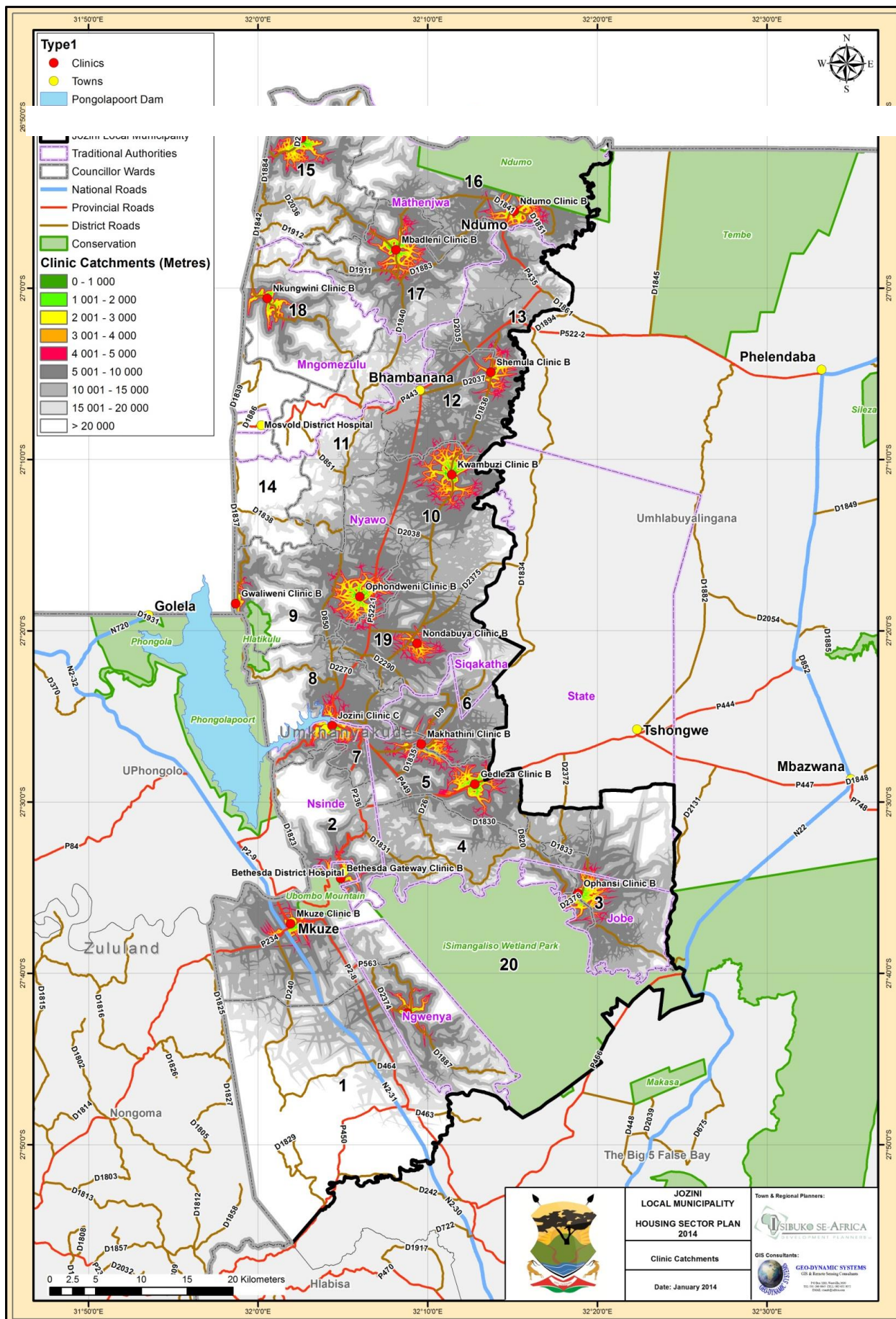
The minimal/lack of access to portable water and electricity limits the level and quality of health care in the area. Additional constraints affecting quality healthcare is the shortage of doctors in the region, specialists in particular. In addition, out of all the districts in KwaZulu-Natal the rate of HIV/AIDS is estimated to be the highest in UMkhanyakude District Municipality (which includes Jozini Municipality). A cause of concern is that no exact figures could be provided on a local or district level. Associated with HIV/AIDs is the high number of tuberculosis patients. The high prevalence rate not only decreases life expectancy, it has significant impacts on the productivity of the population. The impact of HIV/AIDS in Jozini Municipality is aggravated by the high level of poverty in the area, making it difficult for people to escape the poverty trap.

Map. Hospital Catchments





### Map. Clinic Catchments



### C.5.2.3. EDUCATION

In terms of the Department of Education stats, there are 168 schools under Jozini municipality. According to the public participation meetings that have been conducted, many schools need additional classrooms and the upgrading of facilities. Due to their location, some schools do not even have access to basic infrastructure services including access roads. Accommodation for teachers in all areas is also a big problem. Educators are forced to travel far and during the rainy season, many of the schools are inaccessible.

Lack of schooling or low levels of education will affect the level of income received in the community and is also a reflection of the standard of living. According to the Business Trust (2207), low education also affects the ability of local residents to actively participate in development programmes.

Research indicates that the economic benefits of educating girls are similar to that of educating boys, but the social benefits favour female education over male education. Education of females increases the level of health and nutrition thus increasing overall health and productivity. Income earned by females increase their bargaining power in households and a greater proportion of women's income on child goods compared to that of men. Economic theory suggests that education improves the level and quality of human capital, in turn increasing the productivity of individuals, but increasing the output generated per worker. Education facilitates long term growth and is often described as a tool to escape the poverty trap.

Female education also raises the labour force participation, which significantly raises the productivity and output of the economy.

#### KEY ISSUES

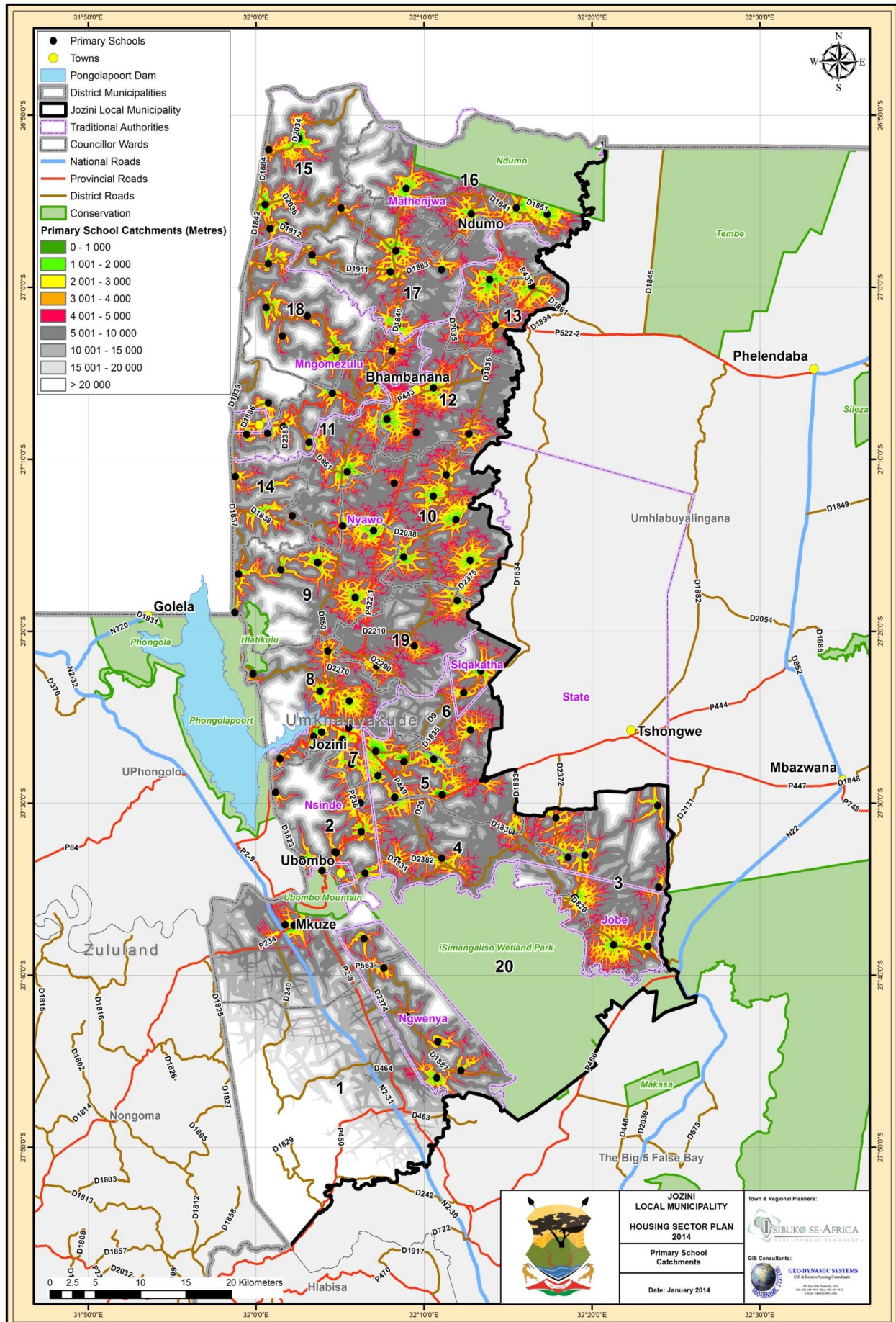
- ✚ A need for additional classrooms;
- ✚ A need for cottages/ accommodation for teachers;
- ✚ A need for the upgrading of school facilities;
- ✚ A need for basic infrastructure for schools, including fencing;
- ✚ Feeding schemes and
- ✚ A shortage of pre-school facilities.

Facility	Number
Crèche (Formal and Informal)	26
Primary School	104
Secondary School	44
Combined School	6

Based purely on the distance factor it is clear that the area is well provided for with regards to both primary and secondary facilities. There are three areas however where concentrations of households are further than 5km from a primary and six areas where concentration of households are further than 5km from a secondary school.

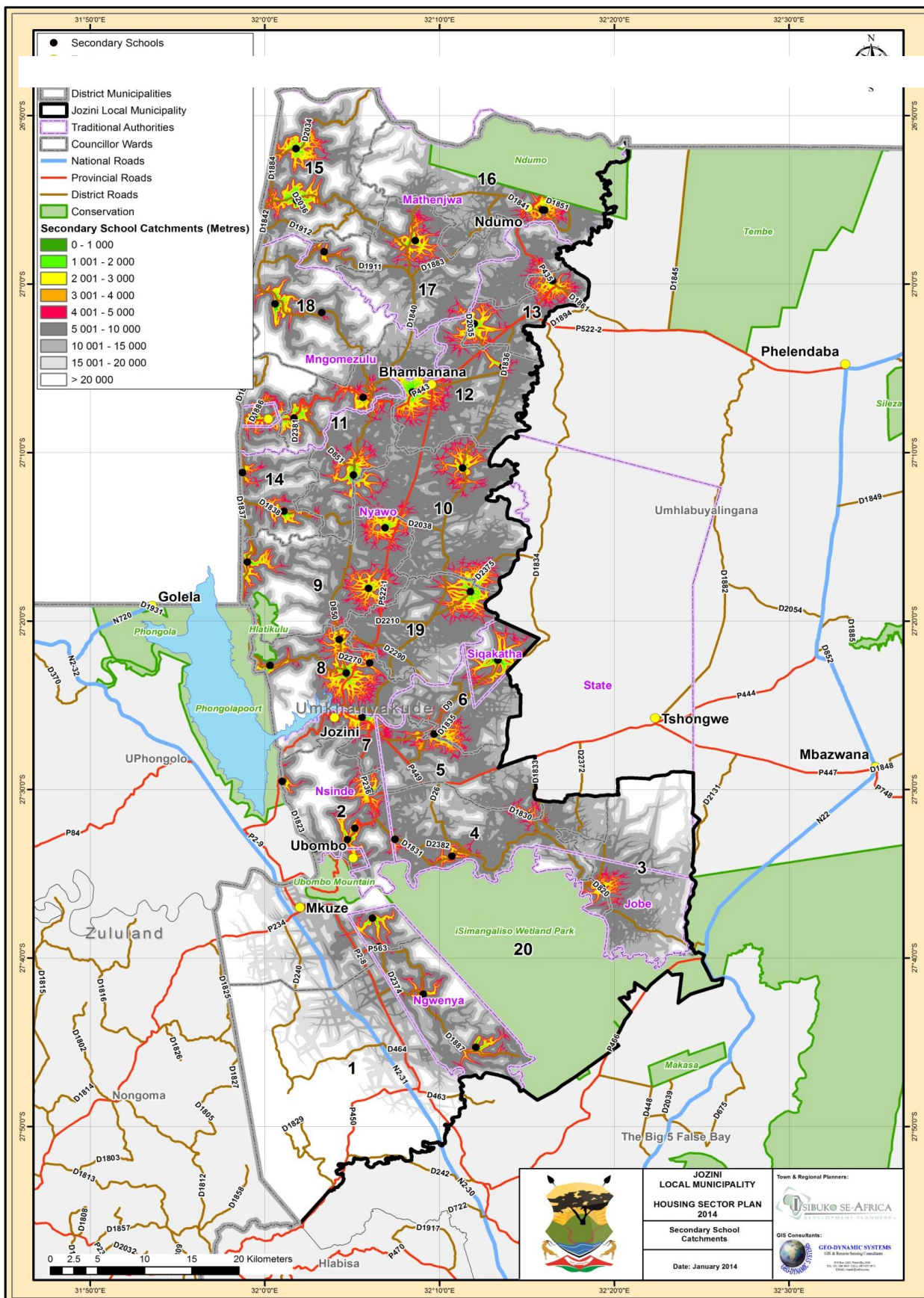


Map. Primary School Catchment





### Map. Secondary School Catchments



#### C.5.2.4. COMMUNITY DEVELOPMENT (VULNERABLE GROUPS)

The Special Programmes Unit is responsible for the co-ordination of the mainstreaming of issues of Historically Designated Individuals to the agenda of the municipality in general. This includes ensuring service delivery impacts in a manner that enhances the capacity of these groups to be part of the society as opposed to being a subject that is at the periphery. As a way of mainstreaming the designated groups, SPU has the responsibility of establishing structures that are meant to be the voice of these groups in influencing the municipalities to ensure that these groups participate at all levels of setting the agenda for service delivery.

##### 5.2.4.1. YOUTH DEVELOPMENT

The youth participation is encouraged in Jozini Municipality. Jozini municipality has a Youth Forum. This forum together with the municipality has come up with some initiatives that will really help in empowering the youth of Jozini.

##### 5.2.4.2. DEVELOPMENT OF THE PEOPLE WITH DISABILITIES

Jozini Municipality takes an initiative in accommodating and supporting people with disability. A number of activities are conducted within the area. The municipality tries to employ people living with disabilities. Facilitate collaboration between Government and the Disability Sector to enhance service delivery. The municipality has a Disability Forum. The municipality is also represented at the District Disability Forum.

##### 5.2.4.3. DEVELOPMENT OF THE ELDERLY

The Municipality has a relatively high population of Older Persons. The poorest people live in rural areas where there are no resources. The municipality and Department of Social Development are working hard in eradicating poverty within our communities by coming up with projects through the poverty alleviation programme that people could do in their areas. There is a Senior Citizens Forum which deals with developing the elderly.

##### 5.2.4.4. DEVELOPMENT OF WOMEN

In the South African context participation of women and the consideration of their needs is a cardinal principle embedded in all local initiatives. Jozini municipality has a Women's Forum which deals with capacitating women and issues affecting women these days. The Women's Forum is the most functional forum in Jozini municipality; the forum received an award from the Mayor at the closing function.

The municipality also has a Men's Forum, where men discuss issues affecting women and how to deal with men who abuse women.

##### 5.2.4.5. PEOPLE AFFECTED BY CRIME, HIV/AIDS, DRUGS, ETC

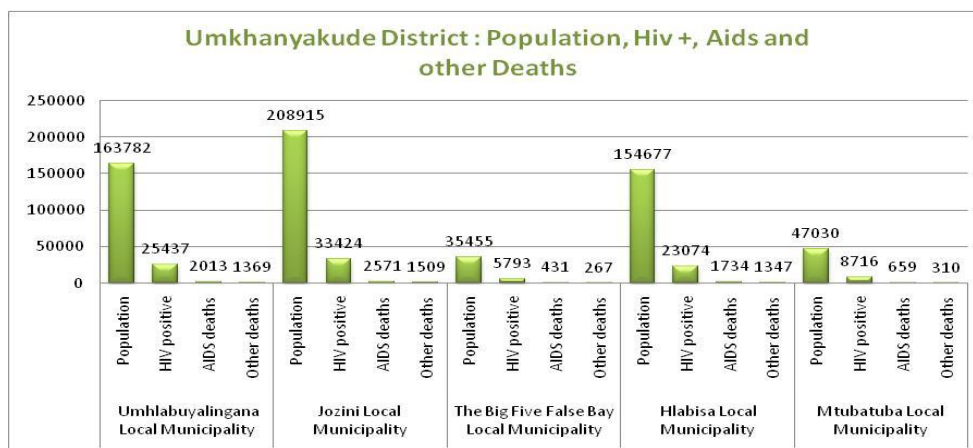
HIV/AIDS has had a major impact on both the quality of life of communities and families and on the economy. A number of initiatives have been implemented through the National Department of Health to combat the current epidemic however major challenges still remain. Within Jozini, 15.62% of the population was diagnosed with HIV in 2013, which is marginally higher than the District with 15.48% of the population infected with HIV. The number of HIV and Aids related deaths has increased in both the DM and the LM. In 2013, 64% of the

deaths in the Jozini LM were Aids-related and 62% of the deaths in the uMkhanyakude DM were Aids related.

The municipality has the HIV/AIDS Programme which deals mainly with HIV/Aids pandemic that adversely affect socio-economic conditions of people residing in our municipality and outside the jurisdiction of the municipality. It deals with the ways and means in which to deal with the pandemic such that different structures have been established in the municipality to deal with it. This is done under the auspices of the National, Provincial and municipalities policies dealing with HIV/Aids. A variety of structures exist such as Ward Aids Councils and Local Aids Council and these structures report on a monthly basis to inform District (District Aids Council) and Provincial reports (Provincial Aids Council).

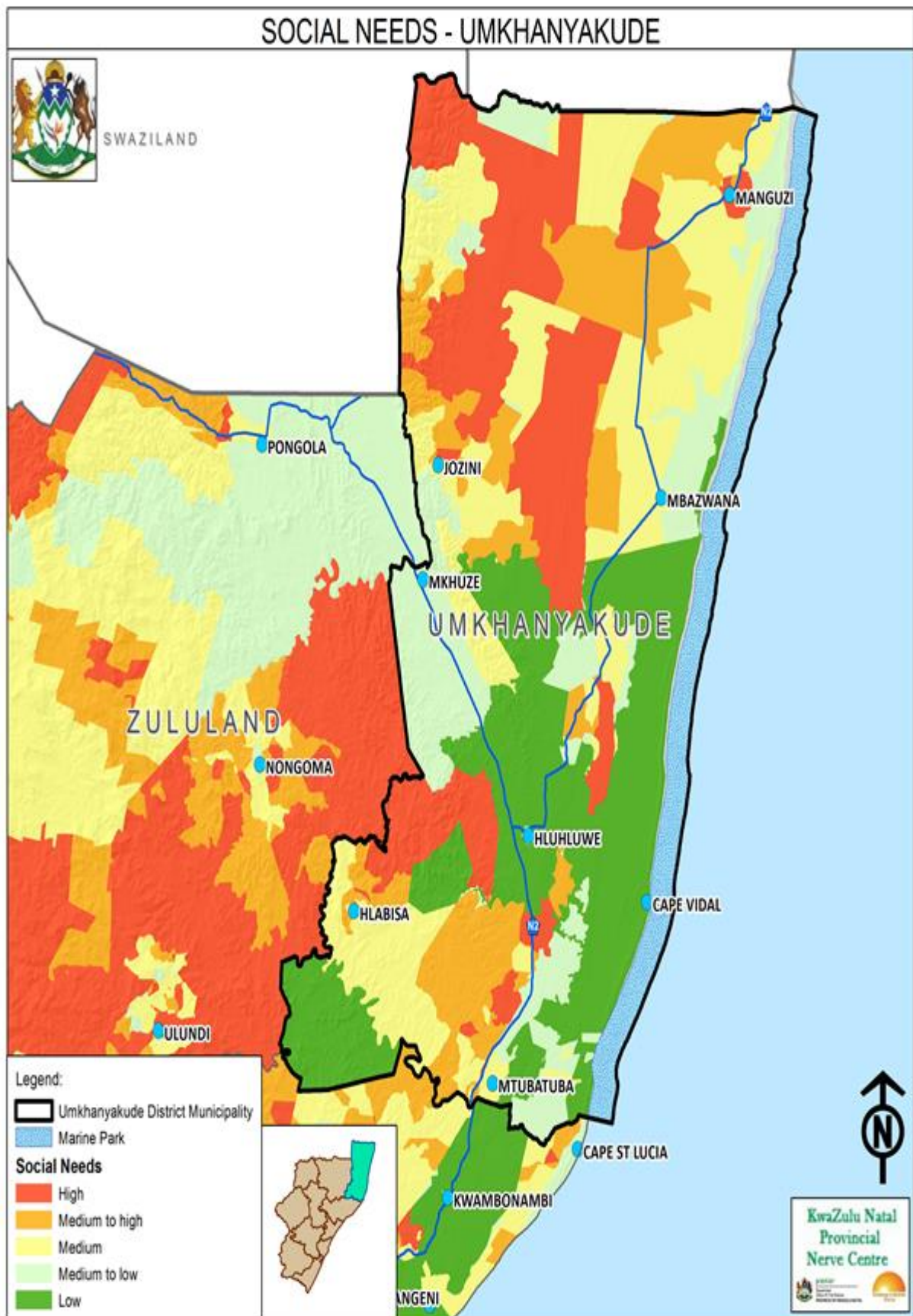
The municipality has in consultation with other stakeholders done different activities to advocate and promote awareness in order to combat the spread of the disease. Such activities include Heroes Walk, Prayer Day, and World Aids day.

HIV rate at Jozini Municipality are estimated to 17% of the total population.



Source: Umkhanyakude Municipality IDP





### C.5.2.5. SPECIAL PROGRAMMES AND PLANS

	BUDGET
Disability Day	R243 178.22
Disability Forum	R39 103.16
Disability programme	R174 590.30
HIV & Aids Related Programmes	R355 457.70
Men's forum	R78 206.31
Men Development	R5 791.50
Operation Sukuma Sakhe Interventions	R5 000 000.00
Local Drugs action day	R68 750.00
Prayer Day	R526 500.00
Senior Citizens	R175 543.11
Women's day	R475 904.30
Women's forum	R105 300.00
Women development	R440 892.78
Human Rights Day	R350 000.00
Youth development	R376 605.45
Youth day	R700 771.50
Youth forum	R130 150.80

### C.5.2.6. DISABILITY SUMMITS

Jozini municipality celebrates disability day by holding a disability Summit each year.

### C.5.2.7. SAFETY & SECURITY AND NATIONAL BUILDING & SOCIAL COHESION

### C.5.2.8. MUNICIPAL SAFETY PLAN

### C.5.2.9. SOCIAL DEVELOPMENT SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>Special programmes budget</li> <li>Forums focusing on vulnerable groups</li> </ul>	<ul style="list-style-type: none"> <li>Poor access to social development services</li> <li>The spread of HIV/AIDS is neglected and is not taken serious by the municipality.</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

## C.6. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Jozini Municipality from a financial perspective is a municipality that remains dependant on grants and shall remain so for the foreseeable future as such until alternative revenue sources are created to enhance the current constrained own revenue sources. Approximately 90% of Council revenue comes from National Transfers there is little scope for cross subsidisation given the limited business sector and therefore increases in tariffs impacts directly upon domestic consumers and hence almost immediately burdens the municipality's cash flow. Increased taxation will invariably mean increased non-payment hence the tariffs have only been increased by the proposed NT 5, 6%

### C.6.1. CAPITAL FUNDING & EXPENDITURE TO ADDRESS SERVICE DELIVERY

Funding on capital grants; INEG has decreased from R18 million to 15 million when compared to last financial year allocation.

Fortunately, ESKOM has come up with a plan to address the backlog challenge that the municipality has in terms of access to electricity. Jozini municipality has decided to distribute R15 million amongst ward 3, 7 and 18 in 2017-18 Financial year since those wards were not in the plan of ESKOM.

A bit increase on MIG allocation of R38 million as compared to 2016-17 which was R35.7 million, and that leaves a total of R53 million on Capital transfers recognized. Part of own capital expenditure not funded by the allocations mentioned above is accordingly considered to be funded by Equitable share and other own revenue anticipated to be collected as mentioned above.

#### Summary of funds received and their source of funding

Account Description	Budget year 2018/19
Transfers recognised - Capital - MIG	R36 687 000.00
Transfers recognised - Capital - INEP	R15,000,000.00
TOTAL	R51 687 000.00

#### Projects (Ongoing and New)

PROJECT	WARD	SOURCE OF FUNDING	2018/19	2019/20
Makwakwa Skills Centre	13	MIG	R3,500,000.00	
Nyamane Sport Field	17	MIG	R3,000,000.00	
Endumane Access Road	06	MIG	R3,500,000.00	
Ezihlavlavini Access Road	08	MIG	R3,500,000.00	
Mtshakela/ Ekulingweni Access Road	09	MIG	R3,500,000.00	
Kwambuzi Community Hall	10	MIG	R3,500,000.00	

Sibonokuhle Sport field	04	MIG	R3,187,000.00	
Nhlonhlela Community Hall	01	MIG	R3,500,000.00	
KwaPhaweni Community Hall	19	MIG	R3,500,000.00	
Manyiseni Youth Centre	15	MIG	R3,500,000.00	
Construction of Onaleni Community Hall	12	MIG	R2,500,000.00	
Ndumo community hall	16			R5 000 000.00
Ubombo sportsfield	2			R4 000 000.00
Nhlangano community hall	3			R4 000 000.00
Sinethezekile sportsfield	5			R3 000 000.00
Ophansi sportsfield	20			R4 000 000.00
Ngwavuma multi-purpose centre	14			R5 000 000.00
Combo-court- Makhane	13			R208 000.00
Madeya community hall	17			R5 000 000.00
Oshabeni/ Nyathini sportsfield	18			R3 000 000.00
Nhlangano	3	INEP	R5 700 000.00	
KwaQondile	7	INEP	R4 300 000.00	
Mkhuze waManzi/Mshophi	1 & 20	INEP	R5 000 000.00	
Ophansi Electrification (748)	20	ESKOM	R12 961 743.90	
Bhekindoda Electrification (415)	9	ESKOM	R6 929 463.48	
Shukela Electrification (360)	10	ESKOM	R5 973 135.79	
Madeya Electrification (358)	17	ESKOM	R5 907 442.82	
Nyamana/ Ntabayengwe/ Siweni/ Bhekindoda Electrification (624)	11	ESKOM	R10 570 525.07	
Ekuhlehleni Electrification (622)	15	ESKOM	R11 169 623.13	
Makhonyeni/ Bhanjana electrification (252)	05	ESKOM	R4 242 620.00	
Mzinyeni/ KwaMbuzi Electrification (554)	10	ESKOM	R9 645 674.03	
Ndumo #2 electrification (574)	16	ESKOM	R9 872 693.00	
Ophansi link line	20	ESKOM	R1 457 572.60	
Bhekindoda link line	9	ESKOM	R1 996 483.79	
Shukela link line	10	ESKOM	R 2 297 347.48	
Madeya Electrification link line	17	ESKOM	R3 017 053.08	
Nyamana/ Ntabayengwe/ Siweni/ Bhekindoda link	11	ESKOM	R5 714 047.01	



line				
Ekuhleleni link line	15	ESKOM	R3 570 909.78	
Makhonyeni/ Bhanjana link line	05	ESKOM	R5 185 566.06	
Mzinyeni/ KwaMbuzi link line	10	ESKOM	R6 835 958.59	
Ndumo #2 link line)	16	ESKOM	R3 734 137.47	
Makhathini ss Install 2 <sup>nd</sup> 20MVA		ESKOM	R19 500 00.00	

## Investment Register

<b>MONTHS</b>	<b>Month end balance</b>	<b>50% on Investment</b>	<b>7.5% Interest rates</b>	<b>Balance</b>	<b>Withdrawals</b>
July					
August					
September					
October					
November					
December					
January					
February					
March					
April					
May					
June					

## C.6.2. SOCIAL AND ECONOMIC REDRESS VIA INDIGENT MANAGEMENT

### FREE BASIC SERVICES

The priorities reflected within this budget are aligned with the strategy and priorities of the Municipality. Whilst changes in policy and direction cannot simply happen overnight there have been significant shifts in Council thinking whilst maintaining at all times synergy with the Constitutional requirements of Local Government in respect of basic services and within the general dictates of the National treasury guidelines.

**Poverty reduction projects:** part of other expenditure is the service delivery base projects which the municipality in its IDP planned to hand over to the community as per their suggestions during public participation meetings that took place as per Budget and process plan. As we know that Jozini Municipality is categorized in terms of 20 wards each ward has been allocated R1 00 000.00 which makes R20 million in total.

**The indigent policy:** The Municipality has an indigent policy in place and is currently reviewing the Indigent register which will inform the provision of free basic services.

Jozini Municipality was characterized by high levels of unemployment and poverty. Unemployment was recorded at 44% in 2011, and youth unemployment stood at 53%. Jozini had a total of 692 (1,8%) households headed by children and 54% of households headed by women. The average household income was 47 018, with almost 80 000 households earning R1 600 or less.

The municipality has allocated **budget for free basic services** which is made up of community bursaries, indigent register, indigent support, burial assistance and free basic energy (FBE).

The amount for indigent support increases each year as Jozini is faced with a challenge of unemployment.

The municipality has also allocated **budget for people with disabilities**. There are programmes/ plans to utilise this budget and monitoring for this is done through quarterly reports/ assessments.

### C.6.3. REVENUE RAISING STRATEGIES

There is a real challenge when it comes to Revenue collection since most of our communities are indigent and the municipality mostly relies on grants. The other factor which contributes to this is that the municipality does not own the land and that makes it difficult to collect property rates.

The following has been planned:

- ✚ Collection of 50% of monthly billing by 30th of the following month
- ✚ Review and the implementation of debt collection and credit control policy.
- ✚ Monitoring and management of deliverables of the appointed debt collector each month.
- ✚ Development of the revenue enhancement strategy.
- ✚ Request support from COGTA or Provincial Treasury on the development of revenue enhancement strategy.
- ✚ Reduction of long outstanding debt
- ✚ Review credit control policy to allow proactive approach to dealing with defaulting debtors
- ✚ Review credit control policy to provide for arrangements and concessions'
- ✚ Monitoring and management of deliverables of the appointed debt collector each month.
- ✚ Data cleansing exercise
- ✚ Monitoring and management of deliverables of the appointed debt collector each month.

### C.6.4. DEBT MANAGEMENT

The collection of outstanding debtors is alarmingly high and requires that far more attention is needed to be paid to minimising debt at an early stage, that is, before it reaches 90 days which will require vigorous debt recovery mechanisms which will include processes such as the data cleansing exercise as well as other iron fist in velvet glove approach to credit control mechanisms. Sadly however, we have had to take the harder approach of handing over more debtors to debt collectors for direction action. This is most especially in regard to assessment rates and charges. Various initiatives as such as interest writing off initiative for all property categories are currently underway to in an effort to enhance the debtors' collection period.

AD : AGE ANALYSIS OF DEBTORS (All values in Rand)															
Year End	Month End	Mun	Item	Detail	0 - 30 Days	31 - 60 Days	61 - 90 Days	91 - 120 Days	121 - 150 Days	151 - 180 Days	181 Days - 1 Year	Over 1 Year	Total	Actual Bad Debts Written Off against Debtors	Impairment - Bad Debts i.t.o Council Policy
2018	M07 Jan	KZN272	1100	Debtors Age Analysis By Income Source											
			1200	Trade and Other Receivables from Exchange Transactions - Water											
			1300	Trade and Other Receivables from Exchange Transactions - Electricity											
			1400	Receivables from Non-Exchange Transactions - Property Rates											
			1500	Receivables from Exchange Transactions - Waste Water Management											
			1600	Receivables from Exchange Transactions - Waste Management											
			1700	Receivables from Exchange Transactions - Property Rental Debtors											
			1810	Interest on Arrear Debtor Accounts											
			1820	Recoverable unauthorised, irregular or fruitless and wasteful Expenditure											
			1900	Other											
			2000	Total By Income Source											
			2100	Debtors Age Analysis By Customer Group											
			2200	Organs of State											
			2300	Commercial											

			2400	Households											
			2500	Other											
			2600	Total By Customer Group											
Notes:															
				Property Rental Debtors: including housing and land sale debtors											
				Total By Income Source = Total by Customer Group											
				The total debtors amount must balance the total amount reflected for debtors on the BSAC return.											
				Bad Debts=Bad Debts written off during the month											
				Impairment - Bad Debts i.t.o Council Policy:											
				The aim of this schedule is to ensure that the impairment contribution is done in a structured manner											
				The impairment amount that is entered in this block should be the aggregated amount as per the calculation formula in the municipality											
				If a formula to calculate impairment is not in place this is a tool that can be used to develop such a formula and get it approved as part of the accounting policy											

There is a Credit Control and Debt Collection Policy in place.

## C.6.5. FINANCIAL MANAGEMENT

### C.6.5.1. SCM

The municipality has procurement plans that were prepared by departments and are in-line with the Budget and SDBIP. The municipality uses these procurements plans when implementing the SDBIP.

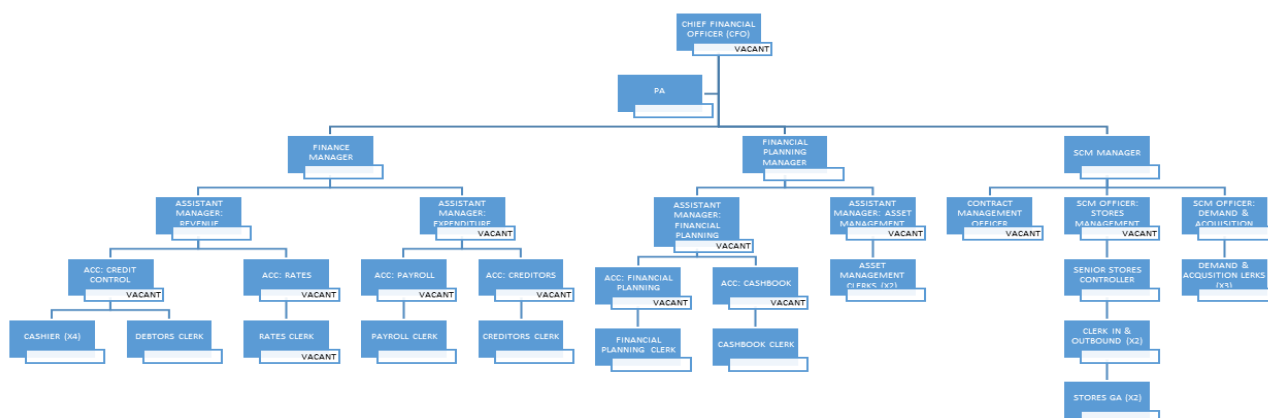
The challenges faced with SCM are as follows:

- ✚ Inefficiency of the advanced procurement system we end up doing manual orders
- ✚ The unit is short-staffed
- ✚ SCM regulations sometimes serve as a stumbling block in fast tracking procurement

SCM management practices and principles are designed around issues of the Batho Pele Principles and the main Core objectives of providing service delivery.

The municipality has deviation forms. On emergency and urgency cases the municipality does deviate and a well-informed reason is required to be filled in the deviation forms.

### C.6.5.2. BTO



There are many vacant positions in the BTO department and this has a huge impact on achieving the set targets. This results in the municipality appointing consultants to assist in some of the BTO functions.

The municipality will have skills shortages for as long as there are vacant positions.

### C.6.5.3. TECHNICAL SERVICES

The most critical positions in the Technical Services department have been filled except for the Director one which has been advertised and the appointment will be done soon.

The budget continues to fight the malaise and constrained economic conditions that Council continues to find itself in. indeed it is unlikely that the economic conditions and position will change much in the next two to three budget cycles at least in as far as the municipality's ability to generate its own revenue sources as it is currently heavily reliant on National Transfers. The budget therefore follows a conservative approach to rates and tariffs but also slowly begins to plan in anticipation of improved economic conditions from 2017/2018.

The skills shortage challenge in the municipality is the same as the one at the BTO department which is caused by the vacancy rate in the department.

#### STRENGTH

- ✚ Community halls in all but one ward
- ✚ Community facilities: sport fields,
- ✚ Relevant documents: IDP, SDBIP, PMS, budget
- ✚ Financial resources
- ✚ Quarterly site visit by portfolio committee.

#### WEAKNESSES

- ✚ Electricity licence
- ✚ High vacancy rate
- ✚ Development of employees
- ✚ Inconsistency on goal implementation
- ✚ Limited office space
- ✚ Infrastructure projects not supporting (led)
- ✚ Incomplete project due to poor management.
- ✚ Lack of infrastructure plan.
- ✚ Potholes in towns.
- ✚ Failure to attract skilled officials

The Technical Services Department has a Project Accountant position and it is filled. This is a person who makes the commune between the Finance and Technical Departments easier.

### C.6.5.4. ASSETS AND INFRASTRUCTURE

The municipality in its capital budget has made provision for repairs and maintenance during the 2018/19 financial year.

Various initiatives to address the maintenance of assets were explored in the previous years; and will still be explored during the 2018/19 financial year these will include implementation of the asset management plan that is in place. The municipality also has a dedicated asset



management officer whose responsibility is to oversee the entire asset management function and ensuring that this function is not left to chance.

National Treasury has indicated that a minimum of 40% of the capital budget should be for renewal as opposed to new infrastructure. It is important to however note that in the case of Jozini Municipality there exists enormous infrastructure backlogs where the municipality is having to almost start from scratch in the provision of the infrastructure requirements, with the development of a comprehensive asset management plan it is anticipated that it will provide a clear directive in terms of identification of assets due for renewal ensuring that the renewal of assets is not a by chance initiative but one that is deliberate one informed by a long term strategic view.

#### C.6.5.5. REPAIRS AND MAINTENANCE

PLANNED REPAIRS & MAINTENANCE			
Project Name	2018/19 Budget	2019/20 Budget	2020/21 Budget
Blading	R54,492.75	R57,435.36	R60,594.30
Repairs and Maintenance of Municipal Buildings	R124,359.30	R131,074.70	R138,283.81
Electrification of Community Halls	R450,999.90	R475,353.89	R501,498.36
Maintenance of Community Halls	R3,171,320.10	R3,342,571.39	R3,526,412.81
Maintenance of offices	R2,113,371.00	R2,227,493.03	R2,350,005.15
Repairs and Maintenance of 121 Res	R549,981.90	R579,680.92	R611,563.37
Repairs and Maintenance of Municipal Access road	R2,009,124.00	R2,117,616.70	R2,234,085.61
Repairs and Maintenance of Sports field	R903,263.40	R952,039.62	R1,004,401.80
Repairs and Maintenance of street lights	R2,028,288.59	R2,137,816.17	R2,255,396.06
Repairs and Maintenance of street lights and high mast lights	R1,170,724.28	R1,233,943.40	R1,301,810.28
Upgrading of Jozini Swimming pool	R780,904.80	R823,073.66	R868,342.71
Upgrading of Jozini Town main road (P522-1)	R631,800.00	R665,917.20	R702,542.65
Paving of KwaJobe Youth centre	R442,400.00	R466,289.60	R491,935.53
Construction of Ophondweni Toilet	R31,590.00	R33,295.86	R35,127.13
Construction of Nondabuya Toilet-in Nondabuya Sports Field	R31,590.00	R33,295.86	R35,127.13

#### C.6.5.6. FINANCIAL RATIOS

#### C.6.6. LOANS/ BORROWINGS AND GRANT DEPENDENCY

Jozini municipality has over the recent years remained relatively financially stable. Continuous efforts are made to comply fully with the MFMA and other legislations directly affecting financial management. Jozini municipality cannot afford salaries that are prerequisite to GRAP due to the inability to attract the suitably qualified accountants at the skill required by GRAP as well as given the current limitation as it relates to the geographical

location of our municipality. It is therefore highly unlikely that qualified accountants are going to respond given the current salaries that we offer, however we remain committed to muddling through these deep waters the best way we know how in order to respond to the concerns raised by the AG regarding the skills levels of the BTO.

The municipality's grant dependency is at 91%.

The municipality does not have any borrowings at the moment.

### C.6.7. EXPENDITURE MANAGEMENT

KZN272 Jozini - Table B4 Adjustments Budget Financial Performance (revenue and expenditure)				
	Final Budget 2017/18	Budget Year 2018/19	Budget yea2019/20	Budget yea2020/21
<b>Revenue by Source</b>				
Property rates				
Service charges - refuse revenue				
Rental of facilities and equipment				
Interest earned - external investments				
Interest earned - outstanding debtors				
Fines				
Licences and permits				
Transfers recognised - operating				
Transfers recognised - capital				
Other revenue				
<b>Total Revenue (excluding capital transfers and contributions)</b>				
<b>Expenditure By Type</b>				
Employee related costs				
Remuneration of councillors				
Finance charges				
Contracted services				
Transfers and grants				
Other expenditure				
<b>Total Expenditure</b>				
<b>Other Cash Flows/Payments by Type</b>				
Capital assets				
<b>Total Cash Payments by Type</b>				
Net Increase/Decrease) in cash held				
Cash/cash equivalents at the month/year begin:				
<b>Cash/cash equivalents at the month/year end:</b>				



### C.6.8. AUDITOR GENERAL'S OPINION

The financial statements were audited by the Auditor-General in terms of section Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA). The results are therefore included below.

Jozini Municipality received an unqualified audit opinion in the 2016/17 financial year.

Below is an action plan to address all Auditor General findings as per the management report.

Management has been monitoring the implementation of the above plan in ensuring that all findings by Auditor-General as per management report for the financial year 30 June 2016 are addressed. Furthermore, review of internal controls by management will be undertaken to ensure full compliance with all municipal finance prescripts.

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**AUDIT OPINIONS FOR THE 3 PREVIOUS YEARS**

<b>YEAR</b>	<b>AUDIT OPINION</b>
2014/15	Qualified
2015/16	Unqualified
2016/17	Unqualified

The municipality is committed to improve from the Unqualified Audit opinion to the Clean Audit.

There are Audit Steering committee meetings which take place every Thursday to report on the progress of implementing the AG Action plan. The Audit Committee also monitors the implementation of this plan.

## C.6.9. MUNICIPAL FINANCIAL VIABILITY SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Availability of Relevant Documents</li> <li>• Capable Staff</li> <li>• Availability of possible sources of Funding</li> <li>• Strong Community Participation on Budgeting in reporting processes</li> <li>• Positive liquidity</li> <li>• Strong regulatory Framework</li> </ul>	<ul style="list-style-type: none"> <li>• Chronic Vacancy Level</li> <li>• Neglect of community assets</li> <li>• High Staff turnover</li> <li>• Inability to bill revenue from affording households or businesses</li> <li>• Overreliance on Consultants</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Improvement of staff</li> <li>• Opportunity of skills transfer from consultants</li> <li>• Cumbersome SCM processes may delay service delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Foreigners putting a burden on Municipal Budget</li> <li>• Fraud and Corruption</li> </ul>

## C.7. GOOD GOVERNANCE AND PUBLIC PARTICIPATION ANALYSIS

### C.7.1. BATHO PELE

Batho pele Policy and Procedure manual

Service Delivery Charter and Standards

Service Delivery Improvement Plan (SDIP)

### C.7.2. OPERATION SUKUMA SAKHE (OSS)

The programme aims to embrace the community partnerships and the integration of fieldworkers, by encouraging coordination of comprehensive services of different service providers such as government departments, state owned enterprises and civil society as it views the delivery of anti-poverty programmes as a collective responsibility. The program is anchored on 3 important areas which are food security, healthier communities (addressing HIV/AIDS and T.B.) and empowerment of youth and women. It also aims to address the social ills which are substance abuse, teenage pregnancy, crime, road accidents and gender-based violence.

There are different steps to understanding household and community needs. The community care givers (CCGS) visit households whereby a household head will provide information on the individuals in the household, using the household profiling tool which is completed by the CCGS and Youth ambassadors, the baseline information of the household is then established.

The war room meetings then take place whereby there is discussion of the household needs per department; the needs are then submitted to the departmental focal person for action. There are three main structures for OSS, the political structure, the coordinating structure and the oversight structure. In Jozini municipality the honourable Mayor is the political champion, there is also a Local Task Team that is supported by the Municipal Executive Council. At the ward level the ward councillors are championing OSS whilst there are Ward Task Teams that are supported by the ward committees. War rooms have been established in all the 20 wards of Jozini with some war rooms in some wards being fully functional.

### C.7.3. IGR

Intergovernmental Relations in South African context concern the interaction of the different spheres of government. The Constitution declares that government is comprised of National, Provincial and Local spheres of government which are distinctive, interdependent and interrelated. According to the Constitution of the Republic of South Africa, Act, No.108 of 1996, Section 41 (2), an Act of Parliament must establish or provide structures and institutions to promote and facilitate Intergovernmental Relations and provide for appropriate mechanisms and procedures to facilitate settlement of Intergovernmental disputes. The



primary location of Intergovernmental Relation system is within the Department of Provincial and Local Government (DPLG) in conjunction with the Cabinet Governance.

Jozini Municipality has developed a number of programmes and actions to improve good governance and relations with external role-players but also to improve internal efficiencies. Jozini Local Municipality falls under the uMkhanyakude District Municipality which has an operational IGR structure. There are a number of forums/ clusters that have been established in the District and Jozini is part of those forums and participates in IGR forum meetings. Each Forum/ cluster is chaired by municipal managers except for the Mayors' Forum which is chaired by the District Mayor. The Forums are as follows:

- ✚ Mayor's Forum
- ✚ Municipal Managers' Forum
- ✚ CFO's Forum
- ✚ Planners' Forum (which includes LED)
- ✚ Corporate Governance Cluster
- ✚ Technical Services and Infrastructure cluster
- ✚ Community Services cluster

The MUNI-MEC is a provincial intergovernmental body that meets quarterly to analyse the state of local governments and is made up of the MEC and Municipal Mayors and Municipal Managers within the province. The body also serves as a platform where programmes and projects by Provincial and National Government that will be implemented locally are packaged. Current issues and challenges affecting municipalities are identified and strategically dealt with. His Worship the Mayor Cllr DP Mabika and the Municipal Manager Mr JFK Khumalo form an integral part of this forum and representatives of the municipality.

The person who is delegated as the IGR champion in the municipality is the Assistant Manager Communications but all sections are part of the IGR forums in the district.

#### C.7.4. WARD COMMITTEES

In terms of the Municipal Structures Act, (Act 117 of 1998) municipalities are required to establish ward committees to enhance community participation in municipal development processes. In compliance with this legislative requirement the Jozini Council set up ward committees in each of the twenty wards and the total number of the ward committee members is 200 (10 per ward). The ward committees have since their establishment added much value to municipal processes by providing inputs from a community perspective. They play a major role in the IDP process both in terms of highlighting community priorities but also in maintaining constant communication between the Council and the communities. The municipality has a dedicated Committee Officer that deals with matters relating to ward committees on behalf of the Office of the Speaker. Training opportunities have also been made available for ward committee members to increase their capacity.

### C.7.5. TRADITIONAL LEADERSHIP

The Traditional Leadership institution has been and continues to be at the centre of social development within the Jozini Municipality, particularly as the rest of the country experiences challenges resulting lack of social cohesion and the crumbling of family units. Amakhosi work and live with people within their communities and are well-positioned to advise and guide the municipality using local/historical knowledge. The area is also fortunate to have 07 Traditional Authorities and they all sit in the Council meetings. The Synergistic partnership has begun to create a good working relationship and communication between Amakhosi and the Municipality in all matters concerning the development of the area.

### C.7.6. IDP STEERING COMMITTEE

The municipality has a IDP/ Budget steering committee which consists of the Managers, HOD's, Mayor, Speaker and Whips of political parties. This committee has four standing meetings and it seats as and when required,

### C.7.7. MANAGEMENT STRUCTURES

The municipality has a Management committee (MANCO). This committee seats monthly.

### C.7.8. COMMUNICATION PLAN/ STRATEGY

Jozini municipality has an adopted communication strategy.

### C.7.9. AUDIT AND PERFORMANCE COMMITTEE

Jozini Municipality has established an Audit/Performance Committee in accordance with section 166 of the Municipal Finance Management Act, no 56 of 2003. The status, authority, roles and responsibilities are in accordance with section 166 of the Municipal Finance Management Act (MFMA), no 56 of 2003 and MFMA Circular 65 of 2013 and are delegated by the Jozini Municipal Council.

The Audit Committee of the Jozini Municipality is authorized, in terms of its charter, to perform the duties and functions required to ensure adherence to the provisions of the Municipal Finance Management Act, the applicable provisions of the Municipal Systems Act and the Municipal Structures Act and other applicable regulations. In carrying out its mandate, the Audit Committee must have regard to the strategic goals of Jozini Municipality and its strategic focus areas and development priorities as outlined in the Integrated Development Plan (IDP) and the Service Delivery Budget Implementation Plan (SDBIP).

The Audit Committee is required to consider any matters relating to the financial affairs of the municipality, internal and external audit matters. The committee must review and assess the qualitative aspects of financial reporting, the municipality's processes to manage business and financial risk, governance processes and compliance with applicable legal,

ethical and regulatory requirements. The Audit Committee does not assume the functions of management which remain the responsibility of Exco, Council and the delegated officials.

The Audit Committee may:

- Communicate with the Council, Municipal Manager or the internal and external auditors of the municipality.
- Have access to municipal records containing information that is needed to perform its duties or exercise its powers.
- Request any relevant person to attend any of its meetings, and, if necessary, to provide information requested by the Audit Committee.

The following are members of the Audit and Performance Audit Committee and Mr T Hlongwa was appointed as the chairperson of the Committee:

NAME	DESIGNATION
Mr. Thamsanqa Basil Hlongwa	Chairperson
Mr. Zwile Zulu	Member
Mr. Imtiaaz Faizal Patel	Member
Mrs. Sinenhlanhla Thuleleni Mthembu	Member

The Committee members are remunerated for preparation and attendance of meetings in line with the National Treasury Regulation that regulates the remuneration of commission and committee and are reimbursed for expenses incurred for attending audit committee meetings.

#### C.7.10. RISK MANAGEMENT

The municipality has a Risk Management Committee which is functional. The risk responsibility is under the Risk Management and Governance Officer who reports to the Internal Audit Manager.

There is a risk register which is updated regularly by the committee with the assistance from Provincial Treasury.

Risk Assessment was performed, this contributed to leveraging synergies between the organisation's risk management and internal auditing processes.

A risk based Strategic Internal Audit Rolling Plan was developed to determine the priorities of the internal audit activity, which was consistent with the organisation's goals was communicated to Council, Management and the Audit Committee subsequent to that it was implemented.

##### C.7.10.2. ANTI-FRAUD AND ANTI-CORRUPTION STRATEGY

Jozini Municipality has adopted an Anti-Fraud and Corruption Strategy, with the following aims:

- ✚ Enhance public confidence in the municipality,
- ✚ Build and maintain an ethics culture in order to avoid possibilities for conflict of interest well in advance,
- ✚ Strengthen community participation in exposing and reporting corruption,
- ✚ Create organizational culture of transparency,
- ✚ To encourage councillors in particular to engage communities in anti-corruption initiative,
- ✚ To prevent, detect and investigate fraud and corruption, and take appropriate action in the event of such irregularities,
- ✚ To build public accountability as well as internal accountability and transparency,
- ✚ To enhance efficiency, effectiveness and responsiveness of the Jozini Municipality,
- ✚ To promote effective participation of municipal stakeholders in decision making and in corruption prevention, and
- ✚ Increase municipal credibility and remove public distrust

#### C.7.11. MUNICIPAL POLICIES

POLICY	COMPLETED Y/N	APPROVED Y/N	DATE OF ADOPTION
Bursary policy	Y		May 2018
Desertion and Absconding Policy	Y	Y	May 2018
Grievance Policy	Y	Y	May 2018
Induction Policy	Y	Y	May 2018
Injury on duty Policy	Y	Y	May 2018
Leave Policy	Y	Y	May 2018
Occupational Health and Safety policy	Y	Y	May 2018
Promotion Policy	Y		May 2018
Retention Policy	Y		May 2018
Car Allowance Policy	Y	Y	May 2018
Acting Allowance Policy	Y	Y	May 2018
Code of Ethics Policy	Y	Y	May 2018
Disciplinary Hearing Policy	Y	Y	May 2018
Dress Code Policy	Y	Y	May 2018
Employment Equity Policy	Y	Y	May 2018
Home Owners 'Allowance Policy	Y	Y	May 2018
Hours of work and Overtime Policy	Y	Y	May 2018
Migration and Placement Policy	Y	Y	May 2018
Performance Management Policy	Y	Y	May 2018
Probation Policy	Y	Y	May 2018
Recruitment and Selection Policy	Y	Y	May 2018
Recognition of long service Policy	Y	Y	May 2018
Remuneration Policy	Y	Y	May 2018
Sexual Harassment Policy	Y	Y	May 2018
Support and funeral assistance policy	Y	Y	May 2018
Standby Allowance Policy	Y	Y	May 2018
Termination of employment Policy	Y	Y	May 2018
Training and Development Policy	Y	Y	May 2018
Activity Monitoring Policy	Y	Y	May 2018
Firewall Management policy	Y	Y	May 2018
IT change Management Policy	Y	Y	May 2018
IT Risk Management Policy	Y	Y	May 2018

Patch Management Policy	Y	Y	May 2018
IT Performance and Capacity Management Policy	Y	Y	May 2018
IT Security Policy	Y	Y	May 2018
Physical security and Environmental Controls policy	Y	Y	May 2018
Backup and Restore Policy	Y	Y	May 2018
Help-desk and Incident Policy	Y	Y	May 2018
User Account Management Policy	Y	Y	May 2018
Budget Virement Policy	Y	Y	May 2018
Asset Maintenance Policy	Y	Y	May 2018
Asset Disposal Policy	Y	Y	May 2018
Credit Control and Debt collection by-law	Y	Y	May 2018
S&T Policy	Y	Y	May 2018
Supply Chain Management Policy	Y	Y	May 2018
Cellphone, Telephone and 3G Policy	Y	Y	May 2018
Indigent Policy	Y	Y	May 2018
Tariffs Policy	Y	Y	May 2018
Subsistence and Travel Policy	Y	Y	May 2018
Petty Cash Policy	Y	Y	May 2018
Banking and Investment Policy	Y	Y	May 2018
Budget Policy	Y	Y	May 2018
Municipal Property Rates policy	Y	Y	May 2018

#### C.7.12. MUNICIPAL BYLAWS IN TERMS OF SCHEDULE 4B AND 5B

MUNICIPAL BYLAW	STATUS	ADOPTION DATE	PROMULGATION DATE
Pound			
Building control			
SPLUMA			

#### C.7.13. BID COMMITTEES

In terms of Section 112(1) of the Local Government Municipal Finance Management Act 56 of 2003 the supply chain management policy of a municipality must be fair, equitable, transparent, competitive and cost-effective and comply with a prescribed regulatory framework for municipal supply chain management.

In terms of the Jozini Supply Chain Management Policy the Accounting Officer is required to establish a committee system for competitive bids consisting of:

- (i) A Bid Specification Committee;
- (ii) A Bid Evaluation Committee; and
- (iii) A Bid Adjudication Committee; 3

**COMPOSITION OF BID COMMITTEES REGULATION 27(3) - BSC**

Must be composed of one or more officials of the municipality, preferably the manager responsible for the function involved, and may when appropriate, include external specialist advisors.

**REGULATION 28 (2) (A) & (B) BEC**

A bid evaluation committee must as far as possible be comprised from departments requiring the goods and services and at least one SCM practitioner of a municipality.

**REGULATION (2) (I) TO (III) - BAC**

A Bid adjudication committee must consist of at least four senior managers of the municipality, which must include: • The Chief Financial Officer or if the Chief Financial Officer is not available another manager in the budget and treasury office reporting directly to the Chief Financial Officer and designated by the Chief Financial Officer. • At least one senior supply chain management practitioner who is an official of the municipality, and • A technical expert in the field which is an official of the municipality.

In view of the above and noting the regulations, the following officials have been appointed to represent the Jozini Council on the aforementioned Committees:

**BID SPECIFICATION COMMITTEE MEMBERS:**

DESIGNATION	DEPARTMENT	NAME
Chairperson	Finance (SCM)	Mr. N. Nkambule
Member	Technical	Mr. Nkala
Member	Corporate	Mr. Mbatha
Member		

**BID EVALUATION COMMITTEE MEMBERS:**

DESIGNATION	DEPARTMENT	NAME
Chairperson	Finance (SCM)	Mr. S Duma
Member	Corporate	Mrs. N Madlopha
Member	Technical	Mr. S Bhengu
Member	Community	Mr. S Nsele
Member	Development Planning	Mr. S Myeni

**BID ADJUDICATION COMMITTEE MEMBERS:**

DESIGNATION	DEPARTMENT	NAME
Chairperson		
Member		
Member		
Member		

An Employee of the Supply Chain Management Unit is required to be present at the meetings of the Specification and Evaluation Committees as an Observer.

#### C.7.14. MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)

The primary function of the Municipal Public Accounts Committee (MPAC) is to assist the Council in exercising its oversight and accountability responsibilities and functions; by generally exercising political oversight on behalf of the council; by holding the executive and municipal administration to account; by overseeing and reviewing municipal accounts to ensure the effective and efficient utilization of the municipal resources; and by carrying out the responsibilities of initiating and preparing the annual oversight report. The Jozini LM MPAC meets at least quarterly per annum.

Name of the Committee	Members	Chairperson
<b>MPAC</b>	<ul style="list-style-type: none"> <li>• Cllr. T.R. Fakude</li> <li>• Cllr. S.P. Myeni</li> <li>• Cllr. S.S. Mkhize</li> <li>• Cllr. M.Z. Nxumalo</li> <li>• Cllr. N.F. Mthethwa</li> </ul>	Cllr. P.N.S. Ngubane

#### C.7.15. PORTFOLIO COMMITTEES

Name of the Committee	Powers and Functions	Chairperson
<b>Infrastructure</b>	<ul style="list-style-type: none"> <li>• Municipal Roads, Municipal Airports and Airstrips, Housing Technical), Water, Electricity, Sanitation, Communication Infrastructure, Public Works, Project Business Planning, Project Management, Contract Management, Regulation and Monitoring and Implementing Agents</li> </ul>	Cllr. B.N. Mthethwa
<b>Strategic and Development Planning</b>	<ul style="list-style-type: none"> <li>• Planning and Building Control, IDP, Land Use Management, Environmental Management, Local Economic Development, Local Tourism, Programme and Project Management, Contracts Management, Information Services, Information services and Local Marketing, Tourism and marketing; tourism investments, fostering public private partnerships, Housing (provision) and Land affairs, Housing administration</li> </ul>	Cllr. N.R. Zulu
<b>Community Services</b>	<ul style="list-style-type: none"> <li>• Passenger Transport, Health, Public Participation, Waste Management, Social services, Protection Services, Disaster Management, Emergency services, Project Management, Contracts Management, Communications, Ward Committees, Pounds, Safety and Security, Cemeteries (Reservations), Sports Culture, Sports and Recreation, Special programmes i.e. Gender, Disabled and Youth Affairs.</li> </ul>	Cllr. R.H. Gumede
<b>Corporate Services</b>	<ul style="list-style-type: none"> <li>• Administration, Secretariat, Legal Services, ICT, Council Support, Fleet Management Policies and Procedures, Facilities Management, Capacity Building and Human Resources.</li> </ul>	Cllr. N.S. Myeni
<b>Finance</b>	<ul style="list-style-type: none"> <li>• Budget preparation and implementation, revenue and expenditure management, mid-year budget and performance assessment, revenue generation, capital expenditure control, investments, assets and liability management, internal audit and audit committees, financial report and auditing, debt collection credit</li> </ul>	Cllr. D.P. Mabika (Mayor)



	control and loans, supply chain management – procurement of goods and services.	
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## PUBLIC PARTICIPATION ANALYSIS

In terms of Chapter 4 section 16 (1), a municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance, and must for this purpose encourage, and create conditions for, the local community to participate in the affairs of the municipality, including in the preparation and implementation and review of its integrated development plan in terms of Chapter 4.

Jozini Municipality's public participation unit is mainly responsible for the day to day running of the Speaker's offices and councillors. Its main purpose is to build a working relationship between the council and the communities; this relationship is through the ward councillors and the ward committees. Ward committees serve as the vehicles of information from the council to the community and from the community to the council. Jozini Municipality has got 20 wards and under each ward 10 ward committee members are elected to serve on the structure.

Jozini municipality has trained all the ward committees on 8 skills development modules. And on day to day they get support from the office of the Speaker. They are also getting a stipend of R1000.00 each monthly for easy and smooth running of their programs in their respective wards. This unit has developed a public participation plan that the council adopted. This plan plays a great deal in the IDP processes. It has also developed a ward committee support plan. This plan serves as a guiding document that the council needs to follow when dealing with public participation matters.

This unit is also part and parcel of three forums under uMkhanyakude district and the province:

- ✚ Speakers Forum (where the Speakers of 5 sister municipalities meet to discuss public participation matters since they are the champions of it.)
- ✚ Public participation practitioner's forum (5 sister municipalities under the district)
- ✚ Provincial public participation Forum (where all KZ municipalities meet to discuss public participation related matters)

Jozini Municipality through this Unit has conducted a community satisfaction survey in all wards.

For the IDP to be in line with provincial guidelines, this unit has developed ward based plans for each ward.

**C.7.16. GOOD GOVERNANCE & PUBLIC PARTICIPATION: SWOT ANALYSIS**

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Community consultations</li> <li>• Internal Audit is in place</li> <li>• Annual Reports are prepared and submitted as required</li> <li>• District IGR in place</li> <li>• Policies are reviewed annually</li> <li>• Functional War Rooms</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of implementation of some policies</li> <li>• Difficulty in prioritising community needs in relation to budget constraints</li> <li>• Ward Committee capacity and resources lacking.</li> <li>• There are few by-laws that are in place</li> <li>• Outdated plans and policies</li> <li>• Lack of implementation of by-laws</li> <li>• Lack of supervision and guidance of staff that operates out of office premises.</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• AG Report provides an opportunity to achieve a Clean Audit</li> </ul>	<ul style="list-style-type: none"> <li>• Low levels of participation by certain stakeholders in the IDP process</li> </ul>

#### C.7.18. WARD BASED PLANS

The municipality undertook the ward-based planning and Ward Based Plans were developed in November 2017.

The IDP projects are informed by these wards-based plans.

#### C.7.19. LAND USE MANAGEMENT

Jozini municipality resolved to establish a Joint Municipal Planning Tribunal. The advert was done and the closing date for nominations was 31 March 2017.

The appointment of a Municipal Planning Authorised Officer is still to be finalised by the Municipal Manager.

The Appeal Authority is the EXCO members but they still need a workshop.

The SPLUMA bylaws were adopted by Council on 01 March 2017 and they have been gazetted.

## C.8. KEY CHALLENGES

KPA	CHALLENGE
Basic Service Delivery	<ul style="list-style-type: none"> <li>✚ Backlog on basic infrastructure (housing, water, electricity, sanitation, roads)</li> <li>✚ Backlog on infrastructure maintenance in towns</li> </ul>
Municipal Institutional Development and Transformation	<ul style="list-style-type: none"> <li>✚ Ageing Infrastructure</li> <li>✚ Lack of proper water and sanitation service</li> <li>✚ Electricity license</li> <li>✚ Backlog of housing development</li> <li>✚ Incomplete and poorly constructed houses</li> </ul>
Local Economic Development	<ul style="list-style-type: none"> <li>✚ Inability to attract investors to the area (mostly due to the infrastructure backlog)</li> <li>✚ High level of unemployment</li> <li>✚ No strategy in place for SMME's</li> <li>✚ Outdated LED Strategy</li> <li>✚ Outdated Tourism Strategy</li> <li>✚ The spread of HIV/AIDS is neglected and is not taken seriously by the municipality</li> <li>✚ Escalation in the abuse of the Drug use and other substances</li> <li>✚ None functionality of IGR (Intergovernmental Relations) Structures</li> <li>✚ Disability programme is not given enough attention and the budget is limited.</li> <li>✚ Dysfunctional special programmes forums and committees</li> </ul>
Municipal Financial Viability and Management	<ul style="list-style-type: none"> <li>✚ Poor debt management and revenue collection strategies</li> <li>✚ Low equitable share</li> <li>✚ High grant dependency ratio</li> <li>✚ No revenue enhancement strategy</li> <li>✚ Number of Indigent beneficiaries too high</li> <li>✚ Gaps in the Municipal Debtors book</li> <li>✚ Loss of assets.</li> </ul>
Good Governance and Public Participation	<ul style="list-style-type: none"> <li>✚ Lack of support from sector departments in planning processes</li> <li>✚ Bylaws not in place</li> <li>✚ Communication unit is not functional</li> </ul>
Spatial Planning and Environmental Management	<ul style="list-style-type: none"> <li>✚ Absence of a legal waste disposal site</li> <li>✚ Land tenure- 65 Percent of land is registered under the Ingonyama Trust Board. The remaining percentage of land is state and privately owned</li> <li>✚ Outdated SDF</li> <li>✚ Illegal developments and mushrooming of shops and small businesses</li> <li>✚ No by-laws in place to regulate the submission of building plan</li> <li>✚ Challenge in terms of issuing title deeds on low cost housing</li> </ul>

## C.9. COMBINED SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Availability of Relevant Documents</li> <li>• Capable Staff</li> <li>• Availability of possible sources of Funding</li> <li>• Strong Community Participation on Budgeting in reporting processes</li> <li>• Positive liquidity</li> <li>• Strong regulatory Framework</li> <li>• Community consultations</li> <li>• Internal Audit is in place</li> <li>• Annual Reports are prepared and submitted as required</li> <li>• District IGR in place</li> <li>• Policies are reviewed annually</li> <li>• Functional War Rooms</li> <li>• Special programmes budget</li> <li>• Forums focusing on vulnerable groups</li> <li>• SDF currently under review</li> <li>• Implementation of SPLUMA</li> <li>• IWMP</li> <li>• Bursary Policy for councillors, employees</li> <li>• Policies are in place</li> <li>• Employment Equity Plan</li> <li>• Municipal Organogram is in place.</li> <li>• Section 79, 80 and other Council Committees established and are operational.</li> <li>• A reliable ICT system for effective functioning and efficient service delivery.</li> <li>• Human Resource Policies in Place</li> <li>• Strength</li> <li>• Community halls in all but one ward</li> <li>• Community facilities: sport fields,</li> <li>• Financial resources</li> <li>• Quarterly site visit by portfolio committee.</li> <li>• Subtropical</li> <li>• Plenty of land under irrigation and without irrigation</li> <li>• Enough water</li> <li>• Known as fruit basket</li> <li>• Existing LED strategy</li> <li>• Existing Tourism strategy</li> <li>• Fully functional Unit</li> </ul>	<ul style="list-style-type: none"> <li>• Skewed gender balance</li> <li>• Basic services backlog</li> <li>• Office space</li> <li>• Lack of resources (vehicles)</li> <li>• No plans for service lines in town</li> <li>• Unemployment rate</li> <li>• Poor access to social development services</li> <li>• The spread of HIV/AIDS is neglected and is not taken serious by the municipality.</li> <li>• Chronic Vacancy Level</li> <li>• Neglect of community assets</li> <li>• High Staff turnover</li> <li>• Inability to bill revenue from affording households or businesses</li> <li>• Overreliance on Consultants</li> <li>• Lack of implementation of some policies</li> <li>• Difficulty in prioritising community needs in relation to budget constraints</li> <li>• Ward Committee capacity and resources lacking.</li> <li>• There are few by-laws that are in place</li> <li>• Outdated plans and policies</li> <li>• Lack of implementation of by-laws</li> <li>• Lack of supervision and guidance of staff that operates out of office premises.</li> <li>• 65 Percent of land is registered under the Ingonyama Trust Board. The remaining percentage of land is state and privately owned</li> <li>• Illegal dumpsites</li> <li>• Illegal developments</li> <li>• Limited Disaster Management officers</li> <li>• Limited resources.</li> <li>• Area prone to Disaster Incidents.</li> <li>• Sharing national boundaries with 2 Countries.</li> <li>• Electricity licence</li> <li>• Inconsistency on goal implementation</li> <li>• Limited office space</li> <li>• Incomplete project due to poor management.</li> <li>• Lack of infrastructure plan.</li> <li>• Potholes in towns.</li> <li>• No legal landfill site</li> <li>• Limited resources to support Cooperatives, SMME'S and big projects</li> </ul>

•	•
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Jozini dam</li> <li>• Mkuze development</li> <li>• Formalisation of towns</li> <li>• Development around Jozini dam</li> <li>• Provision of in-service training to students</li> <li>• Jobs creation</li> <li>• Grading of municipality to a higher level</li> <li>• Improvement of staff</li> <li>• Opportunity of skills transfer from consultants</li> <li>• Cumbersome SCM processes may delay service delivery</li> <li>• AG Report provides an opportunity to achieve a Clean Audit</li> <li>• Employment of more staff.</li> <li>• Sharing of best practices and capacity building obtained from other municipalities, PDMC, NDMC and other institutions.</li> <li>• External sources of funding</li> <li>• Implementation of the electronic document management system (EDMS)</li> <li>• Rural development as identified in national development plan</li> <li>• Funding sources such as DBSA and donor funds.</li> <li>• Heritage sites, Monuments (Idlinza Lenkosi Udingane), Caves etc.</li> <li>• Natural Resources (Pans, Animals Birds, Gorges, Mountains etc)</li> <li>• Location (Swaziland Mozambique, N2)</li> <li>• Other attractions (Jozini Dam, Game Reserves)</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Basic services backlog</li> <li>• Large rural hinterland</li> <li>• Dispersed settlement pattern</li> <li>• Traditional Authorities- land issues</li> <li>• Late approval of projects</li> <li>• Limited funds to improve infrastructure development</li> <li>• Loss of critical skills</li> <li>• Lack of a job evaluation forum in order to determine post levels. The South African Local Government Association is however in the process of getting a job evaluation framework in place</li> <li>• Foreigners putting a burden on Municipal Budget</li> <li>• Fraud and Corruption</li> <li>• Low levels of participation by certain stakeholders in the IDP process</li> <li>• Reduction of disaster management funding</li> <li>• Lack of cooperation</li> <li>• Climate change impact (Severe weather events).</li> <li>• Lack of proper water and sanitation service</li> <li>• Rapid urbanisation without services</li> <li>• Drought</li> <li>• Poor maintenance of provincial road.</li> <li>• No revenue base</li> <li>• Red tape</li> <li>• Political Instability</li> </ul>

# **SECTION D: MUNICIPAL VISION, GOALS AND OBJECTIVES**



## D.1. LONG TERM VISION




The strategic framework will address the objectives and strategies of Jozini municipality that it needs to achieve in a specific time frame to address key issues identified. The objectives and strategies of the municipality are in line with the national and provincial guidelines as well as aligned to the Umkhanyakude District Municipality's strategy.

## MUNICIPAL VISION

The review of the Jozini Municipal IDP remains consistent with the strategic approach and commonly owned vision which was adopted by Council in December 2016 after a strategic planning session. This vision is informed by the SWOT analysis and key challenges that were identified during the Strategic Planning Session.





***'A MUNICIPALITY WITH SUSTAINABLE SERVICES FOR ALL, THRIVING SOCIO-ECONOMIC DEVELOPMENT AND GOOD GOVERNANCE.'***

## MUNICIPAL MISSION

-  ***TO STRENGTHEN DEMOCRACY, PUBLIC PARTICIPATION AND STAKEHOLDER MANAGEMENT***
-  ***TO MANAGE FINANCIAL RESOURCES OF THE MUNICIPALITY EFFICIENTLY, EFFECTIVELY AND ECONOMICALLY***
-  ***TO GROW THE ECONOMY OF THE BEDROCK OF AGRICULTURE AND TOURISM BY CREATING A CONDUCIVE ENVIRONMENT FOR INVESTMENT***

The above vision underpins an integrated approach to improving the standard of living of all the people in the Jozini area. In order to achieve the above vision, the municipality will have to continue function in an accountable and financially sound manner.

## VALUES

-  ***INTEGRITY***
-  ***COMMITMENT***
-  ***PROFESSIONALISM***
-  ***PATRIOTISM***

### 4.1.3. STRATEGIES, GOALS AND OBJECTIVES

Jozini Local Municipality's strategic focus is characterized by the following Key Performance Areas:

- ✚ Municipal Transformation and Institutional Development;
- ✚ Basic Service Delivery;
- ✚ Social and Economic Development;
- ✚ Municipal Financial Viability and Management;
- ✚ Good Governance and Public Participation and
- ✚ Cross Cutting Issues;

It is also aligned to the 12 National Outcome Delivery Agreements, especially Outcome delivery 9 which concerns COGTA and local municipality.

### D.2. GOALS, OBJECTIVES AND STRATEGIES

The following tables provide a summary of the municipal strategies, goals and objectives.

KPA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT		
GOALS	OBJECTIVES	STRATEGIES
Institutional capacity of the municipality that is responsive to the needs of the community.	To create an appropriate organisational climate that will attract and retain appropriate skills by June 2022.	<ul style="list-style-type: none"> <li>To develop, Review and implement all municipal policies annually.</li> <li>To establish effective Local Labour Forum</li> <li>To provide incentives and intervention in line with the Retention Policy</li> </ul>
	To ensure maintenance of an organisational structure that is in line with Organisational objectives and optimises service delivery by June 2022	<ul style="list-style-type: none"> <li>To review and Implement the Organogram</li> <li>To fill all vacant budgeted positions through Recruitment and Selection</li> <li>To eliminate ghost employees by conduction continuous physical verification</li> </ul>
	To improve expenditure control and compliance with MFMA	<ul style="list-style-type: none"> <li>Processing review of payment of salaries and benefits to staff and councillors.</li> <li>Processing of group life insurance</li> </ul>
	To capacitate employees and councillors by 30 June 2022	<ul style="list-style-type: none"> <li>To implement WSP</li> <li>Capacity Building and Team Building</li> <li>To Conduct Skills Audit and develop WSP</li> </ul>
	To ensure compliance with the Occupational Health and Safety Act and Compensation for Occupational injuries and diseases	<ul style="list-style-type: none"> <li>Develop and review Occupational Health and Safety Policy</li> <li>Implement EAP programmes that promote and support well-being of employee.</li> </ul>
	To improve citizens skills	<ul style="list-style-type: none"> <li>Assist students with registration</li> </ul>

	level of education by June 2022.	
	To ensure effective and efficient administration complying with its Legal Mandates by June 2022.	<ul style="list-style-type: none"> <li>• Provide administrative support for all council committees</li> <li>• To ensure documents are kept safely by Developing a document management system</li> </ul>
	To ensure effective fleet management system	<ul style="list-style-type: none"> <li>• Develop a Fleet Management Policy</li> <li>• To ensure compliance with fleet policies</li> <li>• To reduce down time of vehicles on repairs</li> <li>• Compliance with traffic rules and regulations</li> <li>• Monitoring and recovery of vehicles</li> <li>• Sufficient number of vehicles for service needs</li> <li>• Cleanliness of vehicles</li> <li>• Vehicle get repaired</li> <li>• To ensure effectiveness and functionality of fleet department</li> <li>• To be well-equipped on fleet related information</li> <li>• Adequate stationery for office use</li> </ul>
	To provide adequate IT security and software and hardware support.	<ul style="list-style-type: none"> <li>• Upgrade System and procure relevant Programmes</li> </ul>
	To provide admin support on IT systems	<ul style="list-style-type: none"> <li>• Purchasing of network infrastructure</li> <li>• Pastel, VIP, telephone, etc support</li> </ul>
<b>KPA: BASIC SERVICE DELIVERY</b>		
<b>GOALS</b>	<b>OBJECTIVES</b>	<b>STRATEGIES</b>
Efficient and integrated infrastructure	To build, maintain and provide access to improved, sustainable and modernized infrastructure to the community by 2022	<ul style="list-style-type: none"> <li>• To develop Electricity master plan</li> <li>• To eradicate electricity supply backlogs through provision of 10 000 house to house connections</li> <li>• To conduct monthly project implementation meetings with consultants and contractors.</li> <li>• To develop and implement infrastructure plan</li> <li>• To enter into a Water services plan</li> <li>• SLA with the District Municipality</li> <li>• To develop Roads maintenance plan with Department of Transport</li> <li>• (Prioritize access roads</li> <li>• Develop skills)</li> <li>• To maintain 1000km of gravel access roads in-house</li> </ul>

		<ul style="list-style-type: none"> <li>• To construct hall in ward 15 and Jozini town hall</li> <li>•</li> <li>• Construct addition office space</li> <li>• To FastTrack construction of Mkuze roads and testing ground for the compliance requirements of the act in order for the DLTC to be fully functional</li> <li>• To sign MOU with Department of Sports and Recreation</li> <li>• Libraries</li> <li>• Sports facilities</li> <li>•</li> <li>• Construction of social facilities</li> <li>• To monitor that there is an increase of public infrastructure Ensure all facilities are user friendly</li> <li>•</li> <li>• MOU with relevant departments</li> <li>• To consult with the relevant government departments</li> <li>• Set – up quarterly meetings with relevant departments</li> </ul>
	To improve the reliability and service life of municipal infrastructure and facilities by 2022.	
<b>KPA: LOCAL AND SOCIO- ECONOMIC DEVELOPMENT</b>		
<b>GOALS</b>	<b>OBJECTIVES</b>	<b>STRATEGIES</b>
Stimulation of Local Economic growth through LED and Tourism initiatives	To create an environment that will create jobs and reduce poverty by June 2022.	<ul style="list-style-type: none"> <li>• To develop and adopt SMMEs strategy</li> <li>• To facilitate and grow SMME's.</li> <li>• To review and implement LED Strategy</li> <li>• Promoting economic growth by successful delivery of catalytic projects</li> </ul>
	To implement and co-ordinate Expanded Public Works Programme (EPWP) in a manner that enhances skills development and optimizes decent employment and entrepreneurship by June 2022.	<ul style="list-style-type: none"> <li>• Promoting economic growth by providing employment opportunities for vulnerable groups.</li> </ul>
	To promote local tourism by June 2022	<ul style="list-style-type: none"> <li>• Review of the tourism Strategy</li> <li>• Ensure marketing and promotion of</li> </ul>

		Jozini as the tourism destination
		<ul style="list-style-type: none"> <li>• To engage with sector departments and civil society</li> <li>• (Conduct workshops</li> <li>• HIV/AIDS to presented as an item in all municipal structures)</li> <li>•</li> <li>• To facilitate the establishment of Wards AIDS committees</li> <li>•</li> <li>• To establish local AIDS Council</li> <li>• Engagement with sector departments and civil society</li> <li>• Conduct workshops</li> <li>• HIV/AIDS to presented as an item in all municipal structures</li> <li>• Facilitate the establishment of Wards AIDS committees</li> <li>• Establishment of local AIDS Council</li> <li>• Engagement with sector departments and civil society</li> <li>• Conduct workshops</li> <li>• HIV/AIDS to presented as an item in all municipal structures</li> <li>• Facilitate the establishment of Wards AIDS committees</li> <li>• Establishment of local AIDS Council</li> <li>• To Convene intergovernmental relations meetings</li> <li>• To resuscitate the sitting of IGR structures</li> <li>• To run awareness programmes for disability</li> <li>• Develop terms of reference</li> <li>• Clustering of wards</li> <li>• To establish special programmes forums</li> <li>• To develop terms of reference</li> <li>• Clustering of wards</li> </ul>
	To promote social cohesion through sports activities by June 2022.	<ul style="list-style-type: none"> <li>• To develop 5 sports codes by June 2018.</li> <li>• To conduct 4 sports tournaments</li> <li>• To conduct 1 Mayoral cup annually</li> <li>• To participate in SALGA games annually</li> <li>• To participate in the Indigenous Games annually</li> </ul>
Public safety and security	To ensure provision of fire and rescue services	<ul style="list-style-type: none"> <li>• To compile statistics in operating the Fire station by June 2019</li> </ul>

		<ul style="list-style-type: none"> <li>• Conduct fire awareness campaigns</li> </ul>
	To provide efficient and effective security services	<ul style="list-style-type: none"> <li>•</li> </ul>
	To Provide unlimited services in the DLTC	<ul style="list-style-type: none"> <li>• To have a fully functional DLTC.</li> <li>• Test and examine learners licence applicants</li> <li>• Renewing Driving licences</li> <li>• Issue temporal of licences</li> <li>• Application of public licence permits</li> </ul>
<b>KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION</b>		
<b>GOALS</b>	<b>OBJECTIVES</b>	<b>STRATEGIES</b>
Risk governance	To ensure that the risk maturity of the organisation is at an enabled level (risk management and internal control fully embedded into the operations of the organisation, high level understanding of risk, effective risk management.	<ul style="list-style-type: none"> <li>• To Establish full functional Risk Management Section</li> <li>• Development, implementation of Risk Management Policy or Strategy.</li> <li>• Conduct risk Assessment bi-annually with implementation, monitoring and on-going review.</li> <li>• Development of Fraud Risk Management Policy and Strategy</li> </ul>
Democratic, responsible, transparent, objective and equitable municipal governance	To ensure reliable and maintain independence of Internal and External Audit.	<ul style="list-style-type: none"> <li>• Development of Audit Charter</li> <li>• To establish a fully Functional Internal Audit Section</li> <li>• Develop an Internal Audit Plan</li> <li>• Facilitate functionality of the Audit Committee</li> </ul>
	To maintain a SMART Organisational Performance Management System to ensure Planning, Monitoring reporting and evaluation of municipal performance by June 2022	<ul style="list-style-type: none"> <li>• To review and Implement PMS policy annually</li> <li>• To draft section 56/57 performance agreements</li> <li>•</li> <li>• Conduct Performance assessments</li> <li>• Compilation of quarterly performance reports.</li> <li>• Develop and approve an Organisational scorecard annually.</li> <li>• Develop and adopt Service Delivery and Budget Implementation Plan for each financial year.</li> <li>• To develop and submit Annual Performance Report to AG BY 31 August annually</li> <li>• Develop and submit annual report to Council by 31 January annually</li> </ul>
	To promote a municipal governance system that enhances and embraces the system of participatory governance	<ul style="list-style-type: none"> <li>• Development of a credible Integrated Development Plan within a prescribed period.</li> <li>• To Co-ordinate IDP Rep Forum Meetings</li> </ul>

		<ul style="list-style-type: none"> <li>• To conduct IDP/ Budget roadshows on draft IDP and Draft BUDGET by 30 June 2022</li> <li>• To conduct IDP public participation meetings.</li> <li>• To co-ordinate IDP steering committee meetings</li> <li>• Co-ordinate the strategic planning session annually.</li> <li>• Development of 20 Ward Based Plans.</li> </ul>
	To promote and foster sound internal and external communication	<ul style="list-style-type: none"> <li>• To develop and review communication and marketing strategy</li> <li>• To establish communication/ editor's forum internally.</li> <li>• To conduct workshops to Councillors and staff.</li> <li>• To refurbish the municipal website.</li> <li>• Attraction adverts through local government handbook</li> <li>• To showcase services rendered by the municipality and council accountability report (radio slots, newspaper adverts, newsletter)</li> </ul>
<b>KPA: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT</b>		
<b>GOALS</b>	<b>OBJECTIVES</b>	<b>STRATEGIES</b>
Establishment of a budget and treasury office equipped to support municipal strategic goals and priorities in a sustainable manner.	To develop and maintain a financial viable and sustainable institution that achieves full compliance with municipal legislation by 2022	<ul style="list-style-type: none"> <li>• To table budget process plan by the 31 of August each year</li> <li>• To host councillors and management workshop on Budget by 30th of September each year</li> <li>• To table draft budget each year by 31 March</li> <li>• To table Final budget each year by 31 May</li> <li>• Drafting of business plans, proposals and motivations for additional funding of projects and programmes each financial year.</li> <li>• Implementing stringent budgetary controls.</li> <li>• Tabling of Draft Budget and Final budget within timeframes as legislated</li> <li>• Full implementation of the Municipal Standard Chart of Accounts (MSCOA) as from the 1st of July 2017</li> <li>• Spending of grants according to stipulated conditions</li> <li>• Development and implementation of</li> </ul>



		<p>business plans in accordance with Division of revenue act.</p> <ul style="list-style-type: none"> <li>• To collect 50% of monthly billing by 30th of the following month.</li> <li>• Review and the implementation of debt collection and credit control policy.</li> <li>• Monitoring and management of deliverables of the appointed debt collector each month.</li> <li>• Development of the revenue enhancement strategy.</li> <li>• Request support from COGTA or Provincial Treasury on the development of revenue enhancement strategy.</li> <li>• Reduction of long outstanding debt</li> <li>• Monitoring and management of deliverables of the appointed debt collector each month.</li> <li>• Data cleansing exercise</li> <li>• Hosting of councillors and Management workshop on Supply chain management by 1st of July each year.</li> <li>• Development and discussion of procurement plan with the finance portfolio committee</li> <li>• Tabling of SCM monthly report within 10 working days of each month.</li> <li>• Eradicate occurrences of irregular expenditure</li> <li>• Perform 100% voucher audit each month</li> <li>• Tabling of IA SCM quarterly report on the SCM compliance to Audit committee.</li> <li>• Tabling of reviewed anti-fraud and corruption strategy by the 31st of March each year.</li> <li>• Eliminate unauthorized expenditure</li> <li>• Implementation of stringent budgetary controls</li> <li>• Tabling of adjustment budget to deal with unforeseen expenditure.</li> <li>• Eliminate fruitless expenditure.</li> <li>• Implementation of stringent budgetary controls</li> <li>• Asset maintenance plan</li> </ul>
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		<ul style="list-style-type: none"> <li>• Amend the contract of FAR service provider to include development of maintenance plan</li> <li>• Asset maintenance plan</li> <li>• Amend the contract of FAR service provider to include development of maintenance plan</li> <li>• Statutory reporting</li> <li>• Hosting of councillors workshop on reporting templates by 1st of July each year</li> <li>• Obtain and sustain clean audit opinion</li> <li>• Develop a comprehensive recovery plan that takes to clean audit by 2017/18 Financial Year.</li> </ul>
<b>KPA: CROSS CUTTING</b>		
<b>GOALS</b>	<b>OBJECTIVES</b>	<b>STRATEGIES</b>
Improved standard of living by ensuring that future settlements occur in a spatial integrated and economical manner	To acquire 200 hectares of land for development by 2019	<ul style="list-style-type: none"> <li>• To acquire 200 hectares of land for development.</li> <li>• To conduct land audit to ascertain how much land does each stakeholder own and how much land can be requested from relevant bodies.</li> <li>• To create a platform for engaging with land owners i.e. State and Ingonyama Trust</li> <li>• To review Spatial Development Framework</li> <li>• To conduct workshop for the Municipality</li> <li>• To Formalize the first town</li> <li>• Engagement of service provider to facilitate the formalization of towns</li> <li>• Development of Land use management scheme (LUMS)</li> <li>• To develop Land Use Management Systems Engagement of service provider to facilitate the formalization of towns</li> <li>• Development of the Building inspectorate by-laws</li> <li>• To enforce Building inspectorate by-laws</li> <li>• To engage human settlement department for the funding of the rectification project</li> </ul>
	To promote the achievement of a non-racial, integrated society, through the	<ul style="list-style-type: none"> <li>• To provide housing for vulnerable groups.</li> <li>• To provide low cost housing</li> </ul>

	development of sustainable human settlements and quality housing by June 2022	<ul style="list-style-type: none"> <li>• To provide rental housing</li> <li>• To review the Housing Sector Plan annually</li> <li>• To register the township</li> <li>• Register the municipality with NHBRC (National Home Builders Registration Council)</li> <li>• To conduct workshop on the review of the housing sector plan</li> </ul>
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# **SECTION E: STRATEGIC MAPPING**

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### E.1.1. ENVIRONMENTALLY SENSITIVE AREAS

Areas of environmental concern include the following:

- Wetlands and watercourses,
- Areas prone to soil erosion, steep slopes,
- archaeological sites and
- tourism assets

Rural Settlement with no adequate water and sanitation are also of big concern. In general, the following areas were identified as future conservation areas.

### E.1.2. DESIRED SPATIAL OUTCOMES

#### INTRODUCTION

Local Government: Municipal Systems Act, Act 32 Of 2000, Section 26 requires one of the core components of each municipal IDP must be a Spatial Development Framework (SDF). The minimum elements that must be included in the SDF are also spelt out therein. It is stated that the SDF should operate as an indicative plan, whereas the detailed administration of land development and land use changes be dealt with by a land use management scheme, which will actually record the land use and development permissions accruing to a piece of land. Jozini Local municipality has reviewed it's SDF and it is at a draft stage. The SDF is attached in this IDP document.

#### PURPOSE OF THE SDF

The primary purpose of an SDF is to represent the spatial development goals of the Jozini municipality that result from an integrated consideration and sifting of the spatial implications of different sectoral issues. The SDF contains four main components:

- Guidelines for land use and development;
- Guidelines for land use management;
- A capital expenditure framework showing where the municipality intends spending its capital budget; and a strategic environmental assessment.

The timing of the process of compiling an SDF must correspond with that of the IDP. Each of the above mentioned components of the SDF must guide and inform the following:

- Direction of growth
- Major movement routes
- Special development areas for targeted management to redress past imbalances
- Conservation of the natural and built environment
- Areas in which the intensity of land development could either be increased or decreased
- Areas in which particular types of land use should be encouraged and others discouraged

The Jozini Municipality in partnership with District and other neighboring Local municipalities are in a good position to implement this idea as the Spatial Development Framework plays a most

direct role in influencing spatial planning, land use management, and local development processes and outcomes.

The Spatial Development Framework should give effect to the vision, goals and strategies of the IDP.

The main of Spatial Development Framework as defined in the guidelines of the Department of Traditional and Local Government Affairs are:

- ✚ To promote sustainable functional and integrated settlement patterns in order to:
  - Discourage low density urban sprawl;
  - General social and economic opportunities for people; and
  - Promote ease accessibility to those opportunities.
- ✚ Maximize resource efficiency, e.g.
  - Ensuring the protection of the available environmental resources within the municipality; and
  - Protecting productive land for agricultural purposes.
- ✚ Enhance regional identity and unique character of places.
- ✚ Ensure conformance with the neighboring district, local and provincial development frameworks.

## REGIONAL CONTEXT

Jozini Municipality is located in Northern KwaZulu Natal and borders Swaziland and Mozambique. Jozini Municipality falls within the Umkhanyakude District Municipality and covers an area of 3073.08 km<sup>2</sup>. This equates to approximately 32% of the area of the district. The Lebombo Mountains and Makhatini Flats provide diverse and beautiful terrain rich in local resources including water features and even fossil sites. The name Jozini means place of spears and is attributes to the many spears found in the caves in the area that were used during ancient wars.

Jozini Municipality borders the following municipal areas as shown on the map at overleaf:

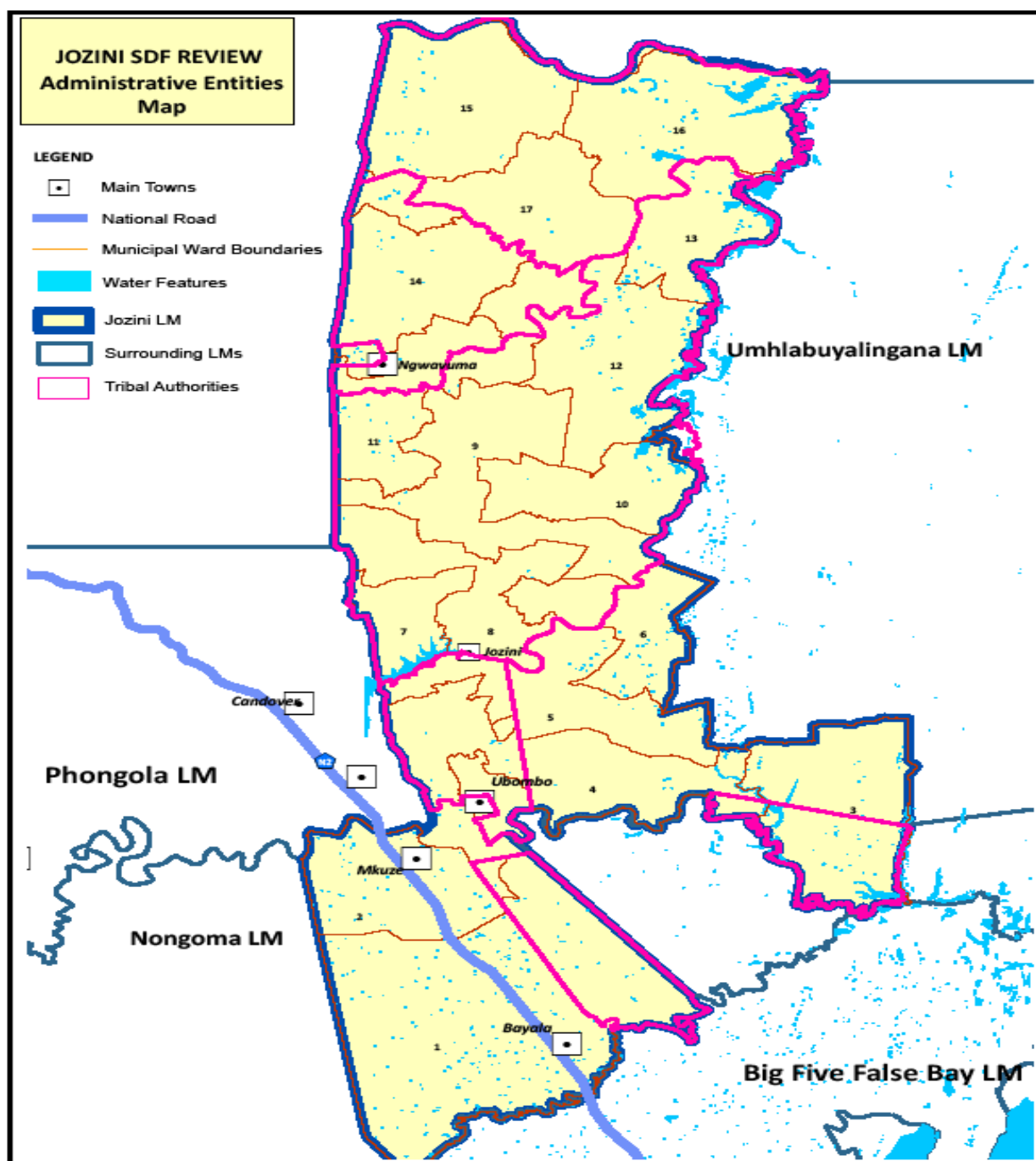
- Umhlabuyalingana Local Municipality to the East
- Hlabisa and the Big 5 False Bay Local Municipalities to the South
- Portions of the Greater St Lucia Wetland Park to the South
- The Uphongolo Local Municipality (Zululand District) to the West
- Mozambique to the North
- Swaziland to the West

## ADMINISTRATIVE ENTITIES

The Jozini Municipality has 20 municipal wards. The following is a list of Traditional Councils in the Jozini Municipality:

- ✚ Mathenjwa
- ✚ Mngomezulu
- ✚ Nyawo
- ✚ Myeni-Ntsinde
- ✚ Jobe
- ✚ Ngwenya
- ✚ Siqakatha

The Jozini Municipality also has a portion of State owned land within its area of jurisdiction as indicated on the map herewith.

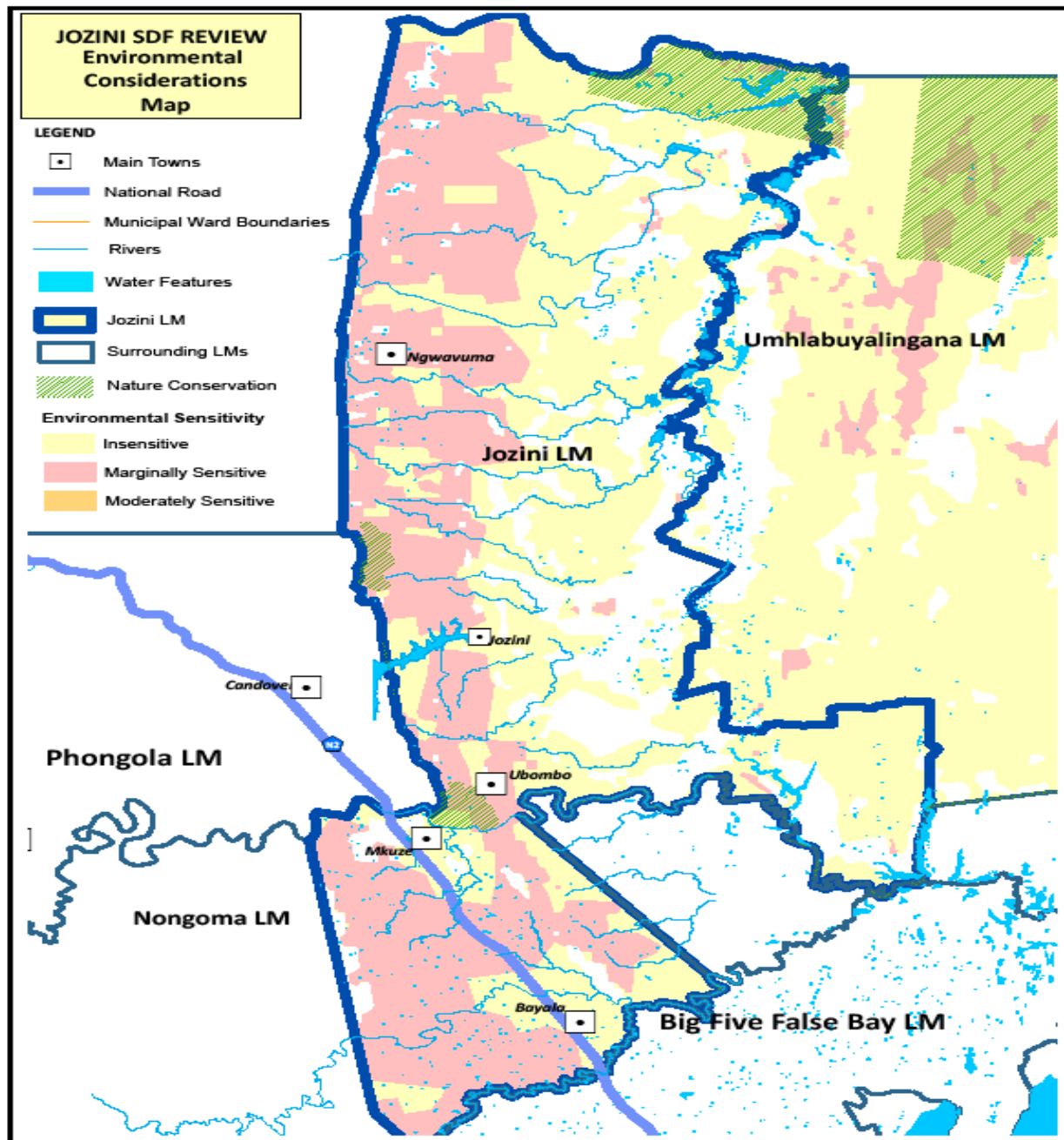


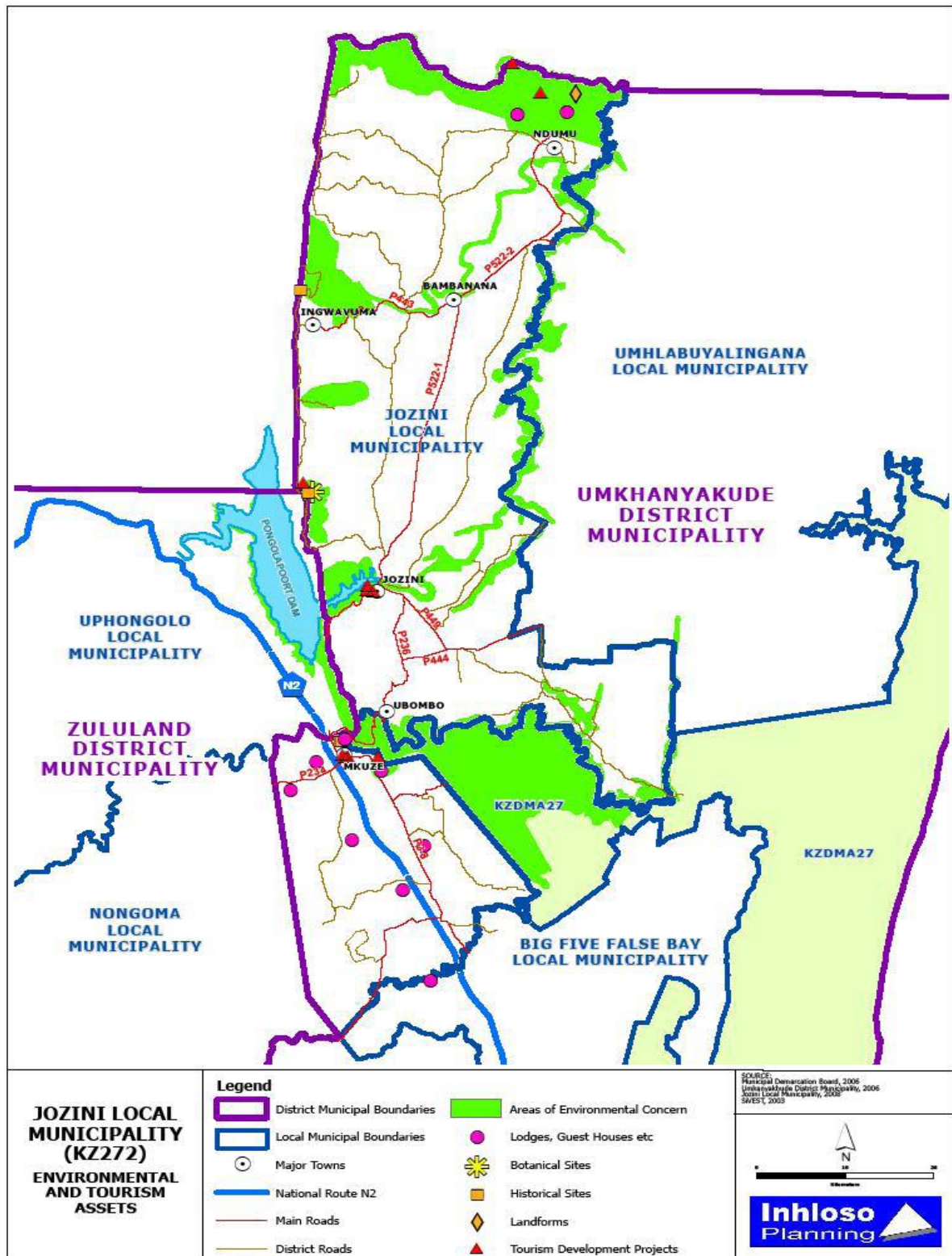
Apart from the Administrative entities listed above, the Jozini Municipal area also boasts a number of environmentally sensitive areas, i.e.:

- ✦ Game Farms
- ✦ Protected Environmentally Sensitive Areas
- ✦ Non-Protected Environmentally Sensitive Areas
- ✦ Ezemvelo Wildlife Protected Areas
- ✦ Areas of High Intrinsic Biodiversity Value

The location of the above are shown on the Environmental Considerations and the Environmental and Tourism Asset maps on the following pages.







## EXISTING NODES AND CORRIDORS

Investment points (Nodes) are the existing and future growth points and centers of population concentration within the municipality. They form the bases for the allocation of funding and resources as well as the rollout of service delivery. It is crucial to build upon such investment points we also find a clustering of certain activities such as shops, schools, churches, community halls and clinics. The table below contains the hierarchy of investment points for Jozini:

Primary nodes	Secondary nodes	Tertiary nodes
Mkhuze Jozini	Ingwavuma Ubombo Bhambanana Ndumo	Ophansi Manyiseni Makwakwa Emabhanoyini

**Mkhuze:** is the economic hub of the municipal area and will remain the focus for future development. Mkuze town is central located and it served by major road such as the N2 which links it with Hluhluwe, Mtubatuba, Richards Bay towns. There is an influx of major services such as offices, residential development and commercial uses has led to Mkuze being the major investment node within the area of Jozini Municipality.

**Jozini:** is the second economic hub within the area of jurisdiction of the Jozini municipality, however the topographical constraints and land tenure issues has led to flee of potential investors to other areas.

**Rural Areas:** rural areas are characterized by extensive commercial and subsistence farming, mainly crop production and cattle farming.

### Movement Patterns and Routes

Investment Links are the activity spines of the municipality as well as they provide access to services and encourage economic development thereby improving the living conditions of local municipalities. Such spines link areas/destinations and carry varying volumes of traffic. In the Jozini context, the following hierarchy of investment links has been identified:

- ✚ National link (the N2)
- ✚ Primary Investment link
- ✚ Potential Primary Investment Link
- ✚ Secondary Investment Link
- ✚ Potential Secondary
- ✚ Tertiary Investment Link

The above links are all shown on the accompanying spatial development framework map.

Both the potential primary and secondary investment links should be noted. The former instance the link to Swaziland off the Bhambanana Ingwavuma road through the Cecil Mark Pass and secondly the route parallel and to the east of the N2. The potential secondary investment link between Ubombo and Jozini has been identified considering the route.

### Umkhanyakude District New Corridor Names

- ✚ NORTH - SOUTH CORRIDOR (N-2)  
(Richards Bay – Mtuba/Habisa – Hluhluwe – Mkhuze – Golela)
- ✚ CULTURAL HERITAGE CORRIDOR  
HLABISA – NONGOMA (Gateway to the Kingdom)
- ✚ BORDER HERITAGE CORRIDOR  
(Cecil Mack Pass – Ingwavuma – Bambanani – Ngwanase – Kosi Bay)
- ✚ ZULU OCEAN CORRIDOR  
(Richards Bay – St Lucia – Hluhluwe – Kosi Bay to Maputo)

#### ✚ AILE OF KINGS HERITAGE CORRIDOR

(Liberation Route: Jozini/N2 Turnoff – Sikhhandane – Kwaliweni – Ingwavuma – Cecil Mack Pass)

#### ✚ MAPUTALAND AEROTROPOLIS CORRIDOR

New City Corridor (Emabhanoyini)

### BROAD LAND USES

The current land uses evident in the municipal area relate to the places people live, the manner in which they live as well as the manner in which they use the land. As such, the following broad, and related, land uses are evident in the Jozini municipal area.

- Wetlands and waterbodies associated with the Pongola River and its course in a northerly direction towards Mozambique as well as the Mkuze River along the southern boundary of the municipality.
- Some, although rather limited, unimproved grassland and barren rock.
- Forests and Woodlands are located along the ridge of the Lubombo Mountains as well as along the Mkuze River.
- The distribution of cultivated land in the municipality is limited.
- Some areas of the municipality are degraded land.

A map indicating the distribution of the above-mentioned land uses in the Jozini Local

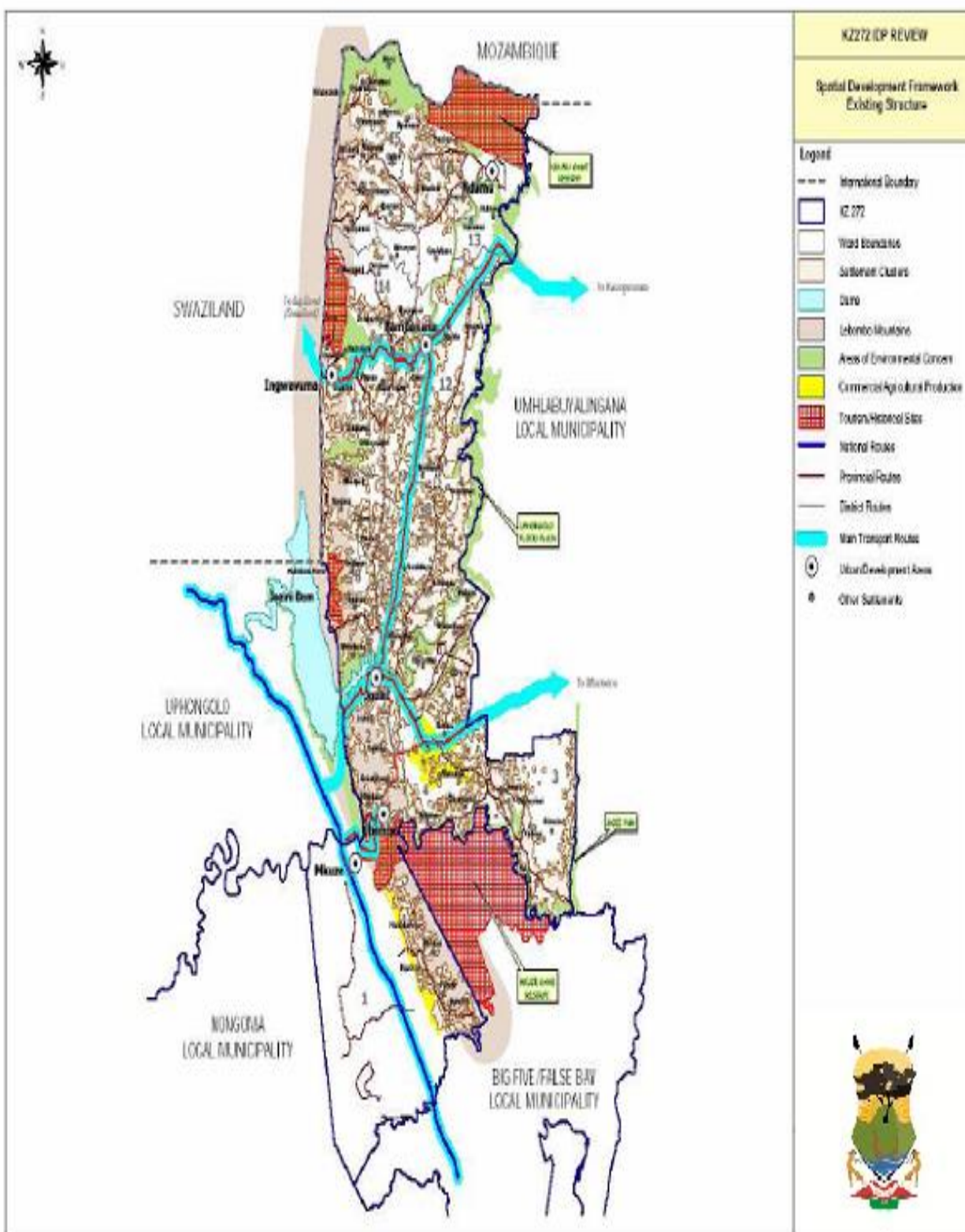
### EXISTING SPATIAL STRUCTURES OF JOZINI

The existing spatial structures of Jozini Municipal are defined by a number of elements. These elements are classified as follows:

- There are areas of conservation and environmental interest within the Jozini areas and those areas are: Ndumo game reserve and the Pongola floodplain.
- Structuring elements of the area include the Lebombo Mountain Range, Jozini Dam, Ingwavuma, Pongola and Mkuze rivers as well as the two hospitals within the area, Bethesda hospital at Ubombo and Mosvold hospital at Ingwavuma. These elements present both opportunities and problems to the development of the municipal area in terms of tourism attractions and the provision of infrastructure and services.
- The inherent potential of the municipality includes areas of high agricultural potential and a number of tourism/ historical sites, such as the Makhathini Flats, Mkhuze Farms, Dingane's Grave, Border Cave and the Usuthu Gorge.
- Jozini location provides for a number of Tran frontiers the opportunities, as mooted in the Lebombo SDI, along the international borders of Swaziland and Mozambique, the Cecil Mack Pass etc.
- There are a number of urban areas (nodes) as well as a population settlement pattern.
- Some areas within the Jozini municipality have limited potential, both in terms of access to clean water and sanitation and conservation areas and good soils. In such areas, survival strategies, including improved methods of subsistence agriculture should be pursued. **See below showing existing spatial structures**



## Existing Spatial Structures



## AREAS OF ENVIRONMENTAL INTEREST

There are a number of environmental sensitive areas (both protected and unprotected) in the Jozini Local Municipality. They include game farms located in ward 1, areas along the Lebombo Mountains, the Pongola river floodplain, Ndumo game reserve as well as Hlathikhulu Forest and the Usuthu George.

The above links are all shown on the accompanying spatial development framework map.

Both the potential primary and secondary investment links should be noted. The former instance the link to Swaziland off the Bhambanana Ingwavuma road through the Cecil Mark Pass and secondly the route parallel and to the east of the N2. The potential secondary investment link between Ubombo and Jozini has been identified considering the route.

## OPPORTUNITY AREAS

The implementation of the Jozini IDP or other location advantages may result in the evolution of development nodes at certain locality in future. Such areas need to be identified as opportunity areas as part of the IDP. They are:

- Proposed agricultural processing of cotton at Nondabuya
- The Msiyane Hall area at the entrance to the tertiary investment link providing access to Hlathikhulu Forest tourism development
- Msiyane Community Healthcare Centre
- Ndumo School of Excellence
- Bhambanana Town Formalisation
- Uhlaza Village
- KwaNyawo area (Master Plan)
- Makhathini flats agricultural processing (proposed LRAD project)
- Hlathikhulu Forest investment by DEAT
- Border Cave/Usuthu Gorge
- Ghost Mountain
- Cecil Mark Pass

## INTERVENTION AREAS

A number of areas in the Jozini Municipality are significant as areas of **restoration and rehabilitation** on the basis of their economic potential and environmental sensitivity, i.e. the cultural tourism attractions of Dingane's Grave, Border Cave and the Ghost Mountains. It is further a known fact that the land with some of the highest agricultural potential is the Pongola Flood Plain and, as such, this area needs to be managed and developed in a manner that ensures its preservation. Given the above, this natural economic base, agricultural and environmental attractions, needs to be protected to ensure its survival and future contribution to the economic development of the area.

Some areas within the Jozini municipality are prone to **natural disasters** and need to be adopted and enforced to lessen the impact such as natural disasters.

Furthermore, some areas within Jozini have **limited agricultural and environmental potential** lands are relatively isolated. Special measures need to be introduced in such, i.e. improved methods of subsistence agriculture.

## THE MAKHATHINI INTEGRATED MASTER DEVELOPMENT PLAN

The Makhathini Integrated Master Development Plan is a plan focusing on the development of two local Municipalities i.e. Jozini and Umhlabuyalingana municipalities in the District of UMkhanyakude. The plan was developed on the instruction of the MEC oversight Committee for the Lebombo SDI and Economic Cabinet Cluster. The plan aims to integrate all government activities and develop the two main economic driving sectors in the area, i.e. agriculture and tourism. The planning process will ensure that an integrated plan is developed for the spatial planning of the area which is consistent and part of the IDPs of the two municipalities concerned. This is a multi-billion-rand project both private and public sector will invest in agriculture and tourism. There is also a component of infrastructure development attached to the project.

The project is in line with rural development initiatives. A steering committee to oversee the entire planning process for the project has now been established. UMkhanyakude District Municipality has been requested to host all steering committee meetings for the project. The District is also the co-chair of such meetings with the Department of Agriculture Environment and Rural Development.

The fact that this is the area has a subtropical climate and water available for the irrigation of around 10000 ha from the Jozini Dam is well known. This means that crops can normally only be grown during the rainy season in the summer rainfall areas of South Africa, can be grown throughout the year on the Makhathini Flats under irrigation. A further benefit is that some crops grown on this area can reach the market 3 to 4 weeks before those grown in other areas of South Africa because of the favorable heat units of the area.

Extensive research has been done over many years on the irrigable areas. What is not well done, is the fact that this subtropical area of KwaZulu/Natal is not just limited to this irrigable area of around 10 000 to 13 000ha. The total area of what is generally known as Makhathini (Jozini and Umhlabuyalingana Local Municipalities) totals over 450 000ha, which a recent study has shown to include just over 407 000ha of grazing area and possible area of around 33 000ha on which appropriate crops can be produced in the summer.

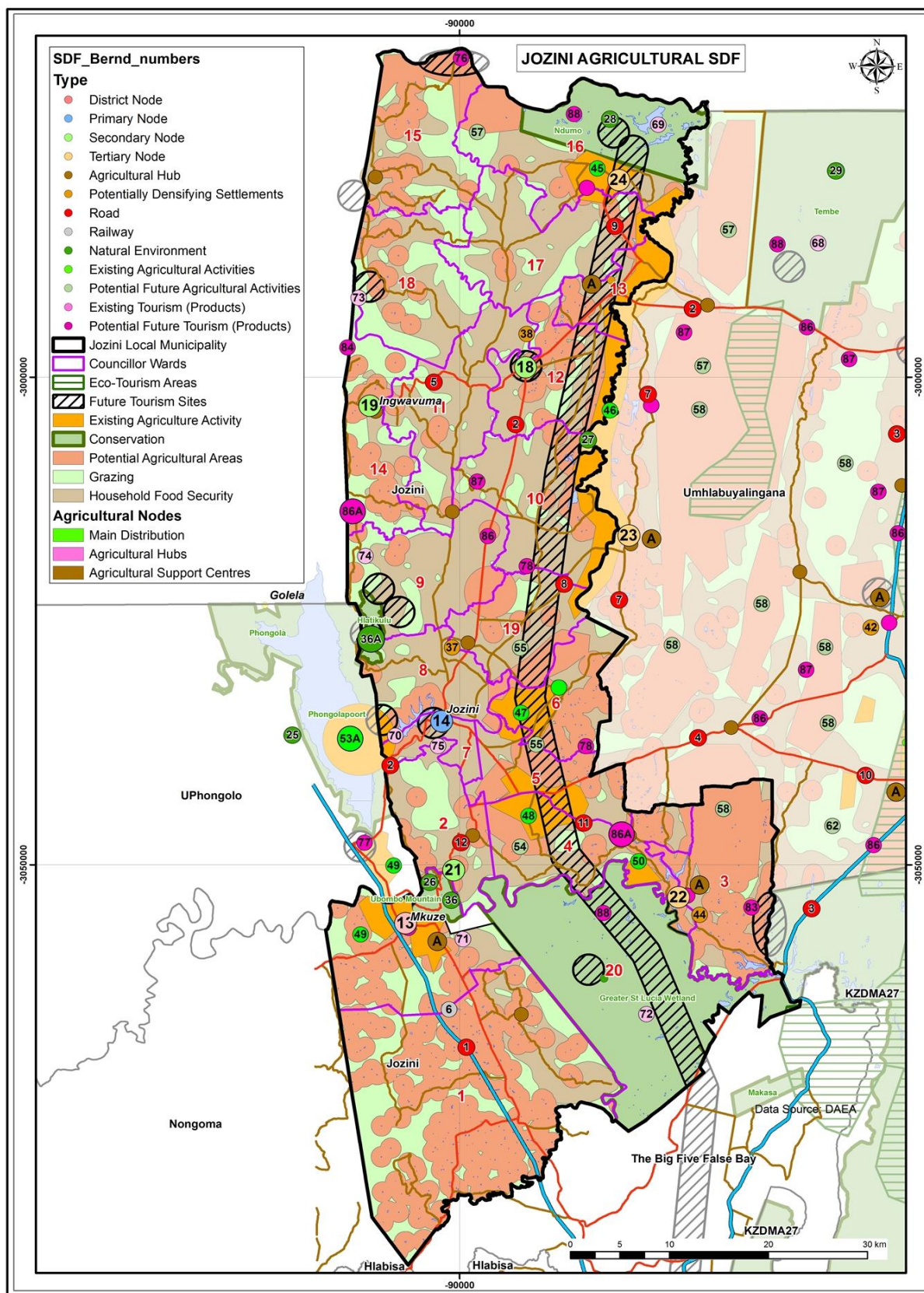
To unlock the economic potential of the area on a sustainable basis (economical, environmental and social) with agriculture and tourism being the main drivers of the economy of the area, will require an integrated and coordinated effort by all stakeholders. These include the appropriate provincial, national and local government departments and organizations responsible for agriculture, environment, conservation, land, water, electricity, traditional affairs, roads, education, health, housing, economic development, etc.

The process must form part of the existing institutional structures for integrated governance in the province. The Provincial Spatial Economic Development Strategy (PSEDS) is such a coordinating institutional structure and it is proposed that the Makhathini Integrated Development Steering Committee will form a sub-committee of Maputo Corridor Sub-committee of the PSEDS.

The Makhathini Integrated Development plan will furthermore form part of the UMkhanyakude District and Jozini and Umhlabuyalingana Municipalities' IDPs and this is already happening as information is currently being reflected accordingly. The final result of the integrated planning and implementation of the Makhathini Plan is:



- ✚ The optimal and sustainable use of the agricultural and tourism potential of the District areas of Umhlabuyalingana and Jozini;
- ✚ Agricultural development; and
- ✚ The development of adequate support infrastructure.



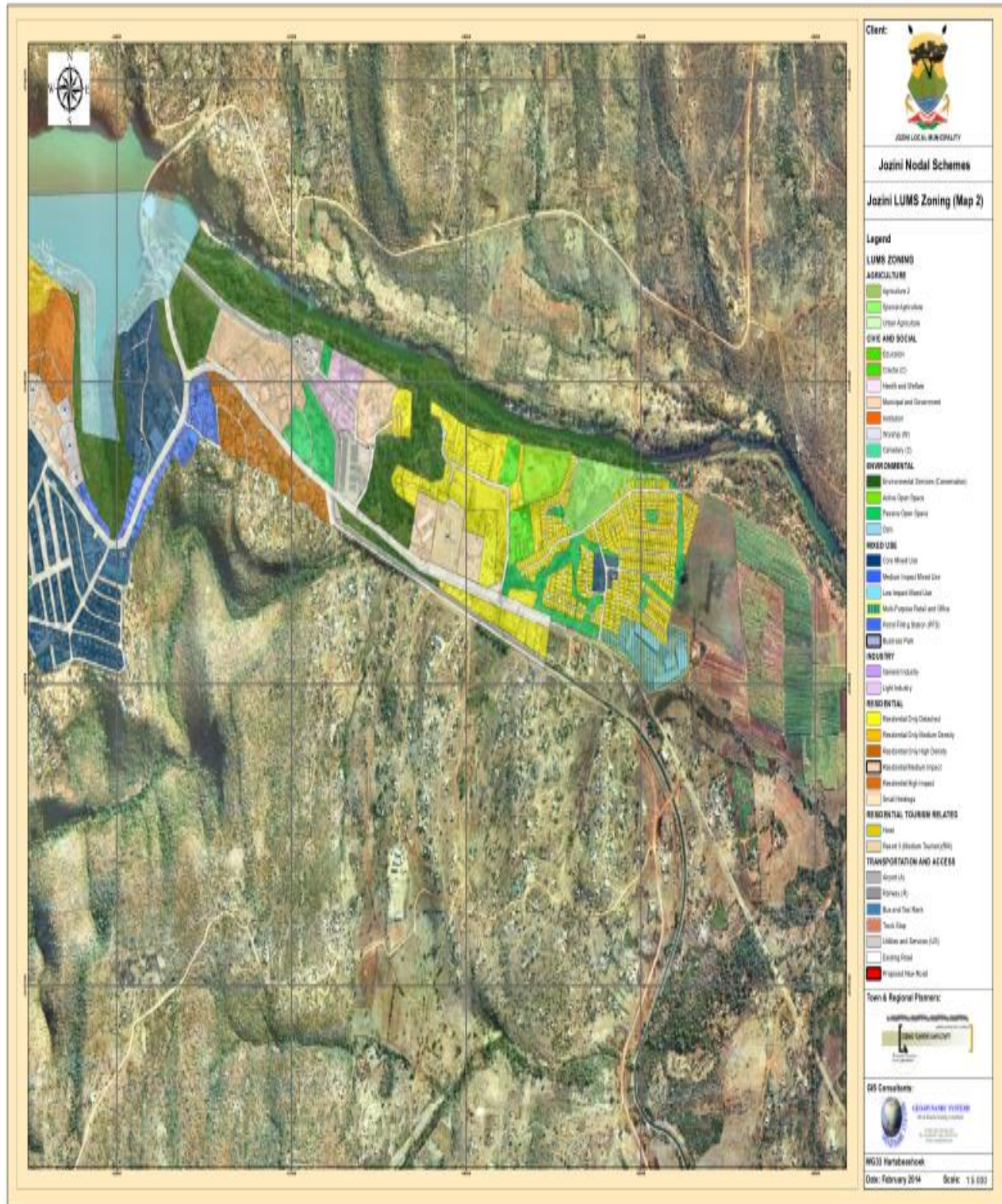
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## TOWN PLANNING SCHEME

Jozini municipality was in the last financial year funded by CoGTA to start a process of developing a town planning scheme for all six nodes namely: Jozini, Mkhuze, Ubombo, Ingwavuma, Ndumo and Bhambanana. Draft schemes have been developed with the assistance of COGTA. The municipality is now anticipating to make budget provisions the completion of these.

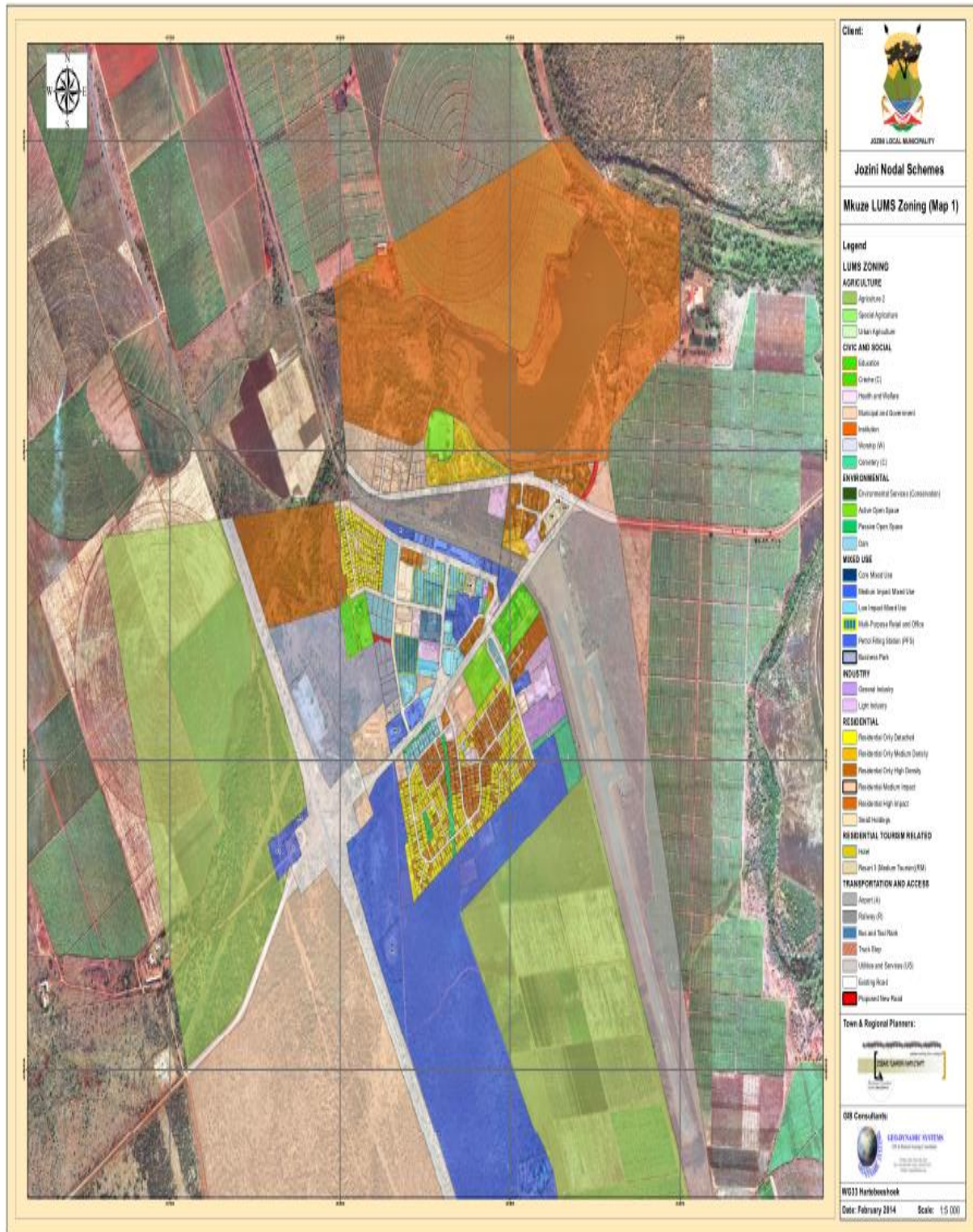


## Jozini draft scheme



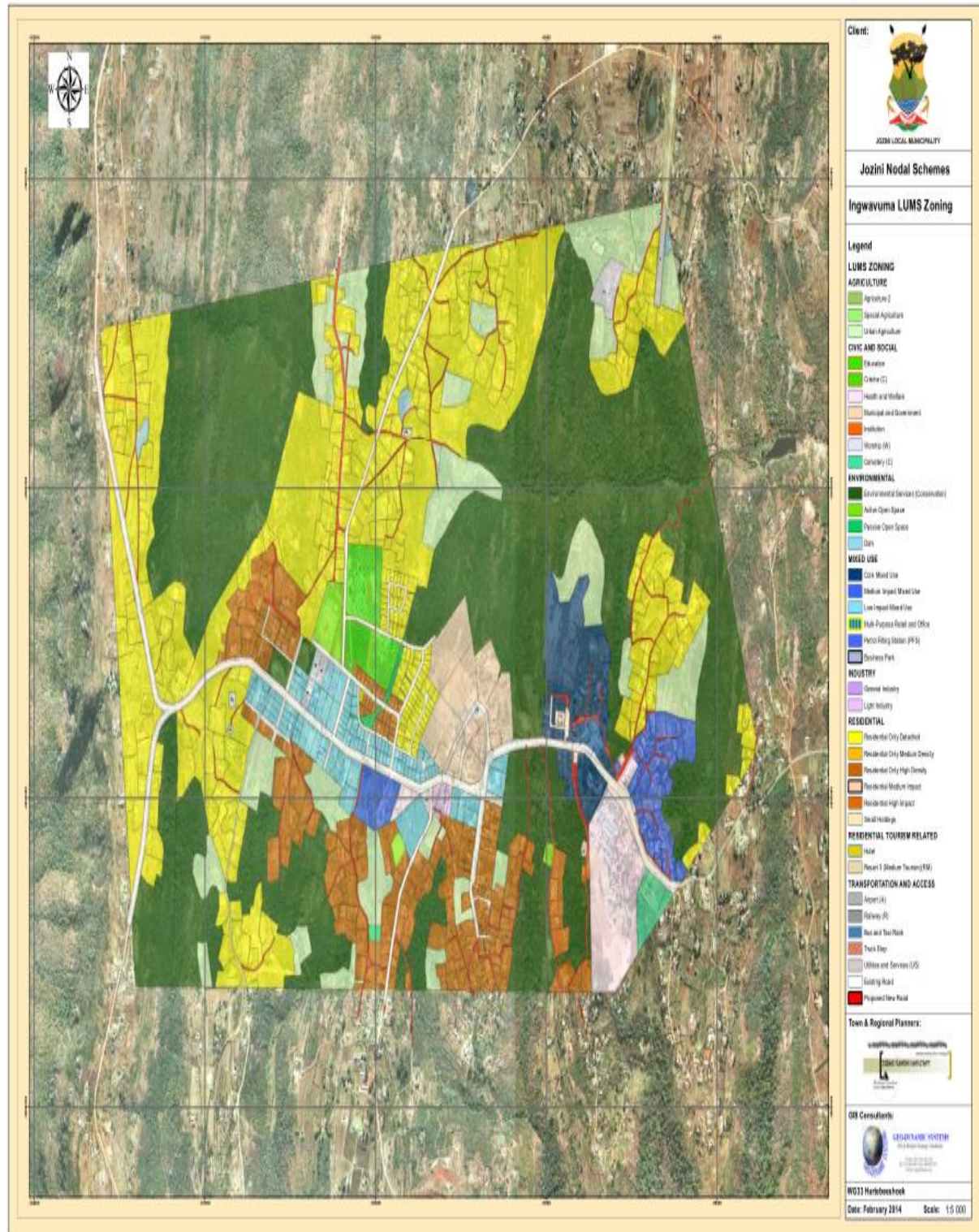


## Mkhuze draft scheme





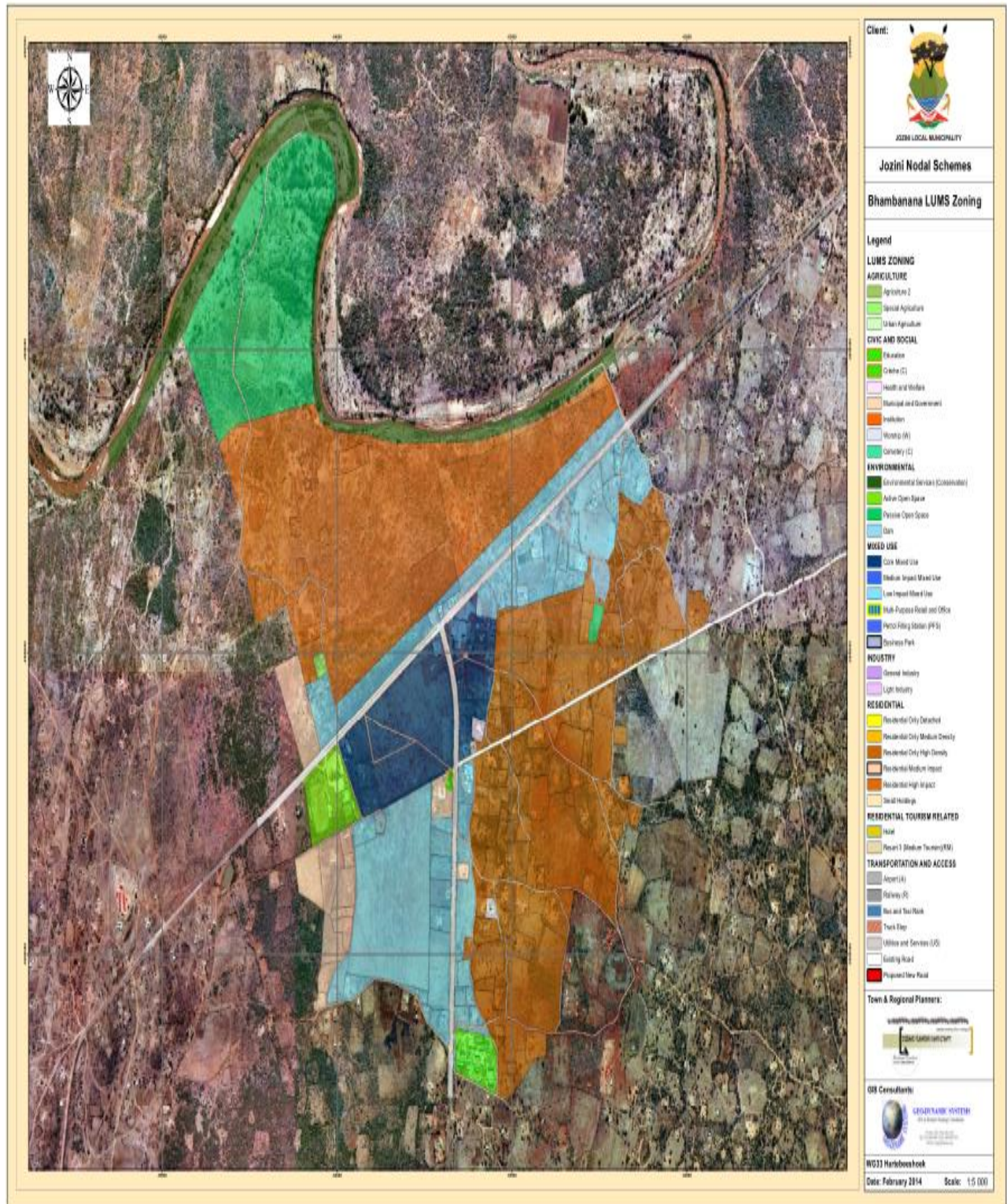
## Ingwavuma draft scheme



## **Ubombo draft scheme**



## Bhambanana draft scheme



## **Ndumo draft scheme**

## NDUMO MASTER PLAN

The former Premier of KwaZulu Natal earmarked Ndumo Town and surrounds for the development of a high quality secondary high school with boarding facilities. The initiative was motivated by the high number of orphan children in KwaZulu Natal Province and specifically in Ndumo Town. The initiative by the Premier has been branded the “Ndumo Learners Support Centre Programme” and was included in the State of the Province address in February 2012. The programme’s main aim is to provide high quality education supplementary programmes to high school learners.

The initiative of the Premier has inspired other Sector Departments in KwaZulu Natal to fund complimentary projects and initiatives in Ndumo Town and surrounds. The projects initiated were amongst others the upgrading of the clinic and the undertaking to build a library in the area. A challenge that was experienced was that some of the proposed projects could not be implemented, due to the lack of a Master Plan for the area. Emanating from the above a proposal was made to compile a Master Plan for Ndumo Town and surrounds which is to encapsulate all the proposed projects.

### Population

The population of the Ndumo area and surrounds (20 kilometre radius) is provided in the table below.

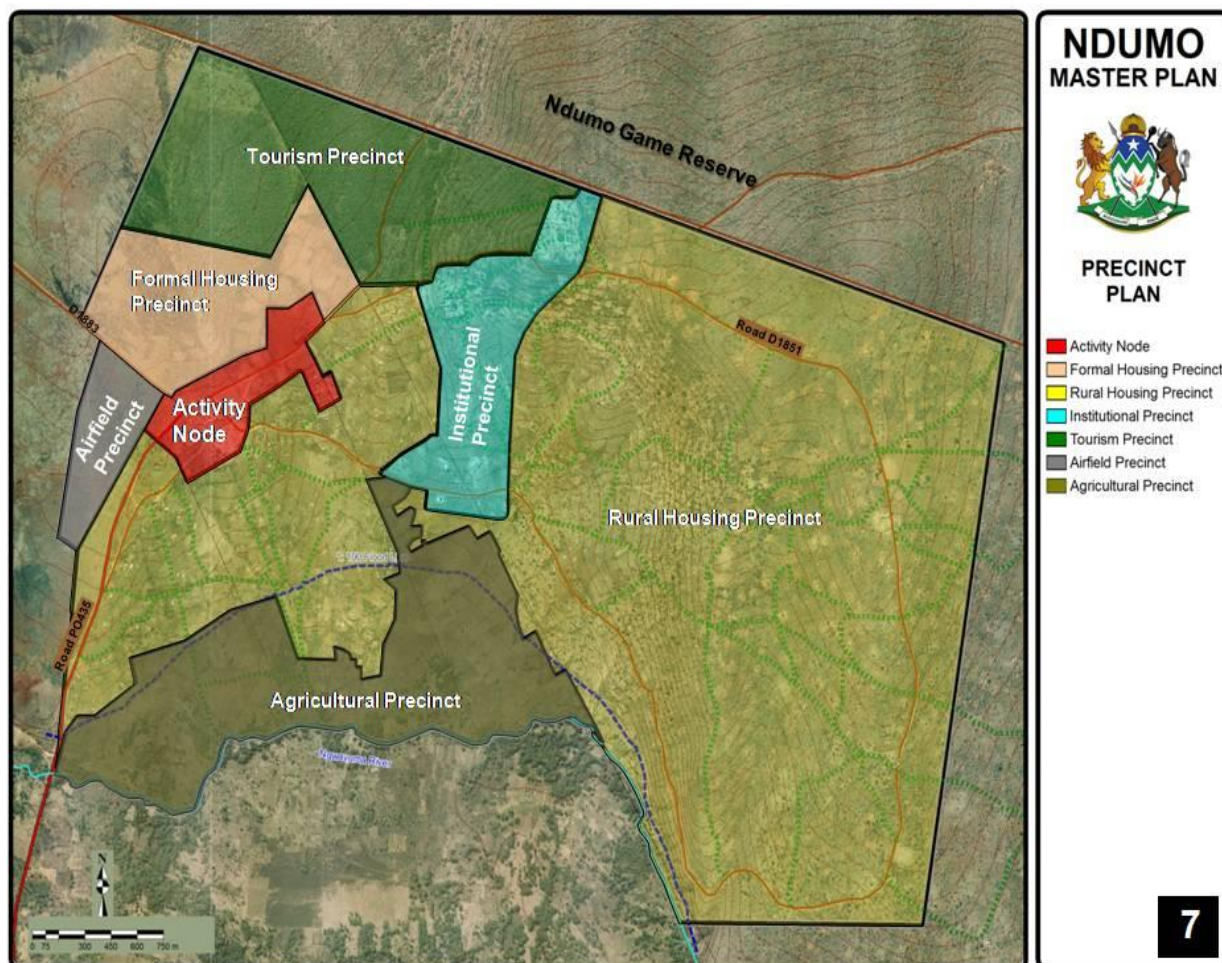
#### Population Size of Study Area

Sub-Place	People	Households	% of Households	Household Size
Ndumo Game Reserve SP	5	7	0.1%	0.66
Tembe SP	434	89	1.0%	4.90
EMbangweni	963	179	2.1%	5.37
KwaMzimba	2925	528	6.2%	5.53
Kwa-Ndaba	3054	503	5.9%	6.07
KwaZamaZama	826	144	1.7%	5.72
Lulwane	4688	834	9.9%	5.62
Mengu	960	155	1.8%	6.18
Mpophomeni	1125	220	2.6%	5.12
Tembe Elephant Reserve SP	46	45	0.5%	1.04
Bomvini	1079	213	2.5%	5.06
Impala	5413	926	10.9%	5.85
Khume	669	96	1.1%	6.95
Kwa-Mbane	1280	268	3.2%	4.77
Mbadleni	2761	514	6.1%	5.37
Mkhanyeni	851	169	2.0%	5.05
Mpolimpoli	1000	154	1.8%	6.49
<b>Ndumo</b>	<b>6779</b>	<b>1505</b>	<b>17.8%</b>	<b>4.51</b>
Phosheni	959	165	1.9%	5.81
Ndumo Game Reserve SP	83	52	0.6%	1.61
Mahlabeni	1483	291	3.4%	5.09
Makhane	5648	987	11.7%	5.72
Mbodla	3749	694	8.2%	5.40
Msizini	2160	390	4.6%	5.54
Shemula	2252	439	5.2%	5.13
Shemula Gata	2854	543	6.4%	5.26
Tembe SP	399	81	1.0%	4.90
<b>Total 2012</b>	<b>54 446</b>	<b>10 192</b>	<b>100%</b>	<b>5.3</b>



The Master Plan and Strategy will aim to put into effect the identified objectives and the vision for Ndumo and surrounds. In broad the proposal is to have the site developed into 5 functional precincts and an activity node. Those precincts are:

- Tourism Precinct
- Formal Housing Precinct
- Airfield Precinct
- Institutional Precinct
- Activity Node upgrade
- Rural Housing Precinct
- Agricultural Precinct



### Projects and Implementation Framework

The tables below provide a summary of the projects identified in Ndumo.

#### Priority Projects – Premier

- |  |
|--|
| <ul style="list-style-type: none"> <li>• Combining Mthanti Com/Tech with Ndumo Secondary to create a combined high school</li> <li>• Development of Boarding Facilities</li> </ul> |
|--|

#### Projects for the Ndumo Area and surrounds

- |   |
|---|
| <ul style="list-style-type: none"> <li>• Upgrade Clinic</li> <li>• Upgrade Thelamama Primary School</li> <li>• Upgrade St Phillips Primary School</li> <li>• Upgrade Maphindela Primary School</li> <li>• Develop ECD Centre</li> </ul> |
|---|

• Establish Isibindi Training Centre
• Development of alternative housing typologies
• Development of Cluster Homes (Orphan Village)
• Establish of Co-operatives to manage and develop community food gardens
• Support existing farmers to supply food to the Schools Feeding Programmes for payment
• Revive existing Food Garden at Clinic
• Develop a Food Garden at combined high school site
• Establish Tourist overnight facility at Ndumo Game Reserve Entrance
• Establish craft market at Ndumo Game Reserve Entrance
• Upgrade existing Community Sports field adjacent to D1581 Road
• Upgrade existing Sports Field next to Ndumo Secondary School with combi-courts
• Develop new public library
• Develop Cultural Development Centre
• Upgrade Road D1851
• Develop LED Strategy
• Develop Tourism Development Projects
• Construct formal Informal Trade Structures in commercial node
• Upgrade Airfield to be able to accommodate smart commercial aircraft
• Undertake E.I.A and Geotechnical study to determine most suitable site for Refuse Site
• Undertake E.I.A and Geotechnical study to determine most suitable site for Cemetery Site
• Construct link road and bridge across Pongola River
• Installation of bulk and link water services
• Installation of bulk and link sanitation services
• Storm water management in the area
• Develop market Strategy for Ndumo Game Reserve and surrounds

The table below lists the proposed projects to be implemented as highest priority in the Ndumo Area and surrounds. They have been identified as potentially having the greatest impact, and thus being a catalyst for development within the study area.

#### Priority projects for Implementation

• Construction of the combined school of Mthanti Com/Tech and Ndumo Secondary
• Upgrade Road R 1851
• Installation of bulk and link water services
• Installation of bulk and link sanitation services
• Implementation of LED initiatives
• Upgrade of Clinic
• Construct link road and bridge across Pongola River
• Develop market Strategy for Ndumo Game Reserve and surrounds

#### Critical Success Factors

The Ndumo Area does not consist of adequate service and the biggest challenge is the provision of water. The Umkhanyakude District Municipality Water, Sanitation, Electricity, Road and Maintenance Backlog Eradication Plan November 2011 have been drafted and the Ndumo area has been included in the plan to receive bulk water infrastructure. It is of the highest importance that the water line for the area be installed to unlock the whole potential of the area.

The Ndumo Game Reserve holds the potential to attract outside investment and provide exposure to the community. The Reserve is however not marketed adequately thus limiting the potential of the greater area

## E.2. IMPLEMENTATION PLAN

### KPA 1: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT

IDP NO.	PRIORITY AREA	OBJECTIVES	STRATEGIES	KEY PERFORMANCE INDICATOR	MULTI YR TARGETS					RESP. DEPT.
					Prior Yr 2017/18	Yr. 1 2018/19	Yr. 2 2019/20	Yr. 3 2020/21	Yr. 4 2021/22	
ID0 1	Human Resources Policies	To review Human Resources Policies to regulate Human Resources functions and retain skills by June 2022	Review Policies  Present to Management Draft item for presentation to Portfolios Draft item for presentation to EXCO Draft item to Council Conduct awareness to employees about policies & procedures for full compliance	Number of policies developed and reviewed	To develop 2 and review 26 HR Policies by 30 June 2018	28 Policies	28 policies	28 policies	28 policies	
ID0 2	Employment Equity	To achieve a balanced and diverse workforce in the municipality in line with the Employment Equity Act No. 55 of 1998 by June	Consultation with all employees Establishment of EE committee representing all segments Committee workshop Submission of EE	Number of EE Plans developed and submitted	Develop, submit EE plan to Labour Department, implement and monitor by June 2018	EE Plan review	EE Plan review	EE Plan review	EE Plan review	

		2022	Monitor Compliance with the EE targets (Top Management - Male =2 African, 1 Coloured, 1 White; Female - 1 African, 1 Indian, 1 White. Snr Management - Male = 2 African, 1 Indian, Female=2 African, 3 Indian, 2 Coloured, 2 White.							
ID0 3	Labour Relations	To maintain working relations between the employer and the employees in line with the Collective Agreement by 30 June 2022	Consult employees Establish the LLF Conduct workshop to LLF members on the labour relations matters Train Panel for DC Prosecutors	Number of LLF meeting convened	4 LLF Meetings	4 LLF Meetings	4 LLF Meetings	4 LLF Meetings	4 LLF Meetings	
				Number of disciplinary cases processed within timeframes	maintain a case disciplinary management system	maintain a case disciplinary management system	maintain a case disciplinary management system	maintain a case disciplinary management system	maintain a case disciplinary management system	
ID0 4	Organizational Re-design	To review and implement organizational re-design towards achievement of IDP objectives by June 2022	Review organizational structure annually Develop and implement recruitment plan annually	Number of organizational structures approved by Council	review of the Municipal Organizational Re-design	review of the Municipal Organizational Re-design	review of the Municipal Organizational Re-design	review of the Municipal Organizational Re-design	review of the Municipal Organizational Re-design	
ID0	Recruitment			Number of	implement	implement	implement	implement	implement	



5	and Selection			positions filled	recruitment plan for 17/18 and draft 18/19 recruitment plan	recruitment plan for 18/19 and draft 19/20 recruitment plan	recruitment plan for 19/20 and draft 20/21 recruitment plan	recruitment plan for 21/22 and draft 22/23 recruitment plan	recruitment plan for 22/23 and draft 23/24 recruitment plan	
ID0 6	Personnel Management	To regulate workforce of the municipality in line with HR policies by June 2022	Maintain the personnel files Update leave records Develop payroll inputs	Number of reports developed	implement conditions of services in line with Collective Agreement	implement conditions of services in line with Collective Agreement	implement conditions of services in line with Collective Agreement	implement conditions of services in line with Collective Agreements	implement conditions of services in line with Collective Agreement	
ID0 7	Training and Capacity Building	To capacitate municipal councilors, employees and communities to improve skills levels by June 2022	Conduct skills audit Develop annual training programme Develop 2018/2019 WSP and annual training plan Submission of WSP and ATR to LGSETA Staff and Councilors capacity building Develop Citizens Skills Improvement Plan Facilitate capacity building of community members	Number of employees and councilors trained	implement 2017/2018 Annual Training Plan and develop 18/19 Annual Training Plan	Implementatio n	Implementatio n	Implementatio n	Implementatio n	
				Number of capacity building programmes for communities conducted	capacity building targeting unemployed youth, community members to improve skills	capacity building targeting unemployed youth, community members to improve skills	capacity building targeting unemployed youth, community members to improve skills	capacity building targeting unemployed youth, community members to improve skills	capacity building targeting unemployed youth, community members to improve skills	
ID0 8	Employee wellness	To promote wellbeing of all employees for effective and efficient service delivery by June 2022	Consultation with all employees Committee workshop Support employees in need of EAP	Number of wellness programmes conducted to employees	develop and implement Employee Wellness Plan	implementatio n of Employee Wellness Plan	implementatio n of Employee Wellness Plan	implementatio n of Employee Wellness Plan	implementatio n of Employee Wellness Plan	
ID0 9	Health and Safety	To create a working	Consultation with all	Number of OHS Programmes	develop and implement	Review and implementatio	Review and implementatio	Review and implementatio	Review and implementatio	

		environment that is conducive for the effective and efficient service delivery by June 2022	employees Establishment of (OHS) committee Draft Health and Safety Plan. Committee workshop Awareness campaigns OHS Committee meetings	implemented	Occupational Health and Safety Plan	n	n	n	n	
ID10	Council Support	To establish and maintain functionality of Council and its Committees by June 2019	Draft annual institutional calendar for Council and Committee sittings Draft Implementation plan for Rules of Order Monitoring of resolutions register	Number of Council and Portfolio Committee meeting held	Develop and implement schedule of sitting for Council Committees and Council	Develop and implement schedule of sitting for Council Committees and Council	Develop and implement schedule of sitting for Council Committees and Council	Develop and implement schedule of sitting for Council Committees and Council	Develop and implement schedule of sitting for Council Committees and Council	
ID11	Registry	To maintain and manage municipal records by June 2022	Develop the filing plan Update files Draft procedure manuals Conduct awareness employees filing plan Installation of electronic document management system (EDMS) Training of end users on EDMS	Number of registry reports generated	develop implement overarching Records Management Systems	implementation of overarching Records Management Systems	implementation of overarching Records Management Systems	implementation of overarching Records Management Systems	implementation of overarching Records Management Systems	

ID1 2	Fleet management	To safeguard municipal fleet for accountability of usage by June 2022	Develop fleet Management Policy Conduct workshop to users Perform reconciliations	Number of fleet management reports generated	manage 32 fleet for safeguarding, increasing of a lifespan of municipal fleet	safeguarding	safeguarding	safeguarding	safeguarding	
ID1 3	Administration : Office Services	To provide general cleaning of 99 municipal and satellite offices for conductive working environment by June 2022	Develop office cleaning plan Provide general cleaning offices Allocate municipal employees offices	Number of general cleaning reports developed	provide general cleaning of 99 municipal and satellite offices for conductive working environment	Monitoring reports on General cleaning	Monitoring reports on General cleaning	Monitoring reports on General cleaning	Monitoring reports on General cleaning	
ID1 4	ICT	To enhance municipal performance through access to ICT Systems by June 2022	Acquisition, installation, maintenance, & backups of the System Support to the end users Connect users to the relevant System	Number of ICT policies developed and reviewed	Business Continuity Plan and review 20 ICT Policies	review 20 ICT Policies	review 20 ICT Policies	review 20 ICT Policies	review 20 ICT Policies	20 reviewed ICT policies, 1 business continuity plan, attendance register, TOR for ICT steering committee and council resolution
				Number of ICT hardware and software programmes installed	provide and maintain ICT hardware and software to Municipal employee	Monitoring, implementatio n of ICT and Software plan	Monitoring, implementatio n of ICT and Software plan	Monitoring, implementatio n of ICT and Software plan	Monitoring, implementatio n of ICT and Software plan	ICT and Software plan. Invoices, orders, delivery notes and reports of implementatio n of the ICT
ID1 5	Systems Administration			Number of ICT Sytems report generated	provide support to 94 users to the systems to increase productivity	Number of users connected to the relevant System	Number of users connected to the relevant System	Number of users connected to the relevant System	Number of users connected to the relevant System	Report with a number of users connected, help desk incident form,

					(Sage VIP, Pastel Evolution, Domain server, Micro Soft Exchange,					data base of users, backup register, report on telephone management system, website report
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## KPA 2: BASIC SERVICE DELIVERY

IDP NO.	PRIORITY AREA	OBJECTIVE	STRATEGIES	INDICATOR	MULTI YR. TARGETS					RESP. DEPT.
					prior 2017/18	Yr. 1 2018/19	Yr. 2 2019/20	Yr. 3 2020/21	Yr. 4 2021/22	
SD01	Electrification	To build, maintain and provide access to improved, sustainable and modernized infrastructure to the community by 2022	Engage ESKOM to present us with the status quo report of Jozini electrification	No. of Electricity Master Plans developed	develop 1 electricity Master Plan (EMP	Implementation	Implementation.	Implementation	Implementation	
			Develop the Draft Electricity Master Plan							
			Present the Draft EMP to Management.							
			Solicit management comments on the Draft EMP.							
			Workshop of Councillors on the Draft EMP.							
			Submit the Final Electricity Master Plan to Council for adoption.							
SD02	Electrification	To build, maintain and provide access to improved, sustainable and modernized infrastructure	Appointment of Service Providers.	No. of households connected to grid electricity	500 house to house Connections (KwaJobe, Ward 18, Mandalaza, Ward 14, Majozini/Manqonjwana )	500	600	600	700	
			Pre-marketing Designs							
			Survey							
			Signing of MOU with ESKOM							

		e to the community by 2022	Construction of backbone infrastructure (excavation, poles)							
			Installation of meter boxes in 500 households							
			Energising							
SD03	Electrification	To build, maintain and provide access to improved, sustainable and modernized infrastructure to the community by 2022	Appointment of service provider	Number of high mast lights	5 high mast lights in (ward: 3, 4, 14, 15 & 18)	5	6	6	6	
			Procurement of lights.							
			Repairing of high mast lights							
			Relocation of the ward 18 High Mast.							
SD04	Electrification	To build, maintain and provide access to improved, sustainable and modernized infrastructure to the community by 2022	Development of the Fault Identification Sheet.	% of the street lights maintained within 30 days of fault identification	100%	100%	100%	100%	100%	
			Procurement of a service provider							
			Execute maintenance work							
SD05	Electrification	To build, maintain and provide access to improved, sustainable and modernized infrastructure to the community by 2022	Appointment of Service Provider.	No. of solar street lights erected.	174 solar street lights at Mkhuze town					
			Conduct Markings							
			Excavation							
			Erection of poles and lights							



SD06	Electrification	To build, maintain and provide access to improved, sustainable and modernized infrastructure to the community by 2022	Engage with ESKOM for installation of backbone. Appointment of service provider, Construction of kiosk.	No. of Staff residence electricity upgraded,	1					
SD07	Electrification	To build, maintain and provide access to improved, sustainable and modernized infrastructure to the community by 2022	Appointment of service providers Application to ESKOM. Installation of electricity to community halls.	No. of community halls electrified.	8					
SD08	Municipal Buildings	To build, maintain and provide access to improved, sustainable and modernized infrastructure to the community by 2022	Conduct Assessment of maintenance required on municipal buildings Bill of quantities Appointment of service providers Execute maintenance work	Number of municipal buildings maintained	maintain 5 municipal buildings ( Jozini main office, Mkhuze test ground, Ingwavuma sub office and Thusong centre and Library)	5	5	5	5	
SD09	Community Halls	To build, maintain and provide access to improved, sustainable and modernized infrastructure to the community	Identification of maintenance work Appointment of service providers Execution of maintenance work	Number of municipal community halls maintained	8	8	8	8	8	

		by 2022								
SD1 0	Community Halls	To build, maintain and provide access to improved, sustainable and modernized infrastructure to the community by 2022	Development of maintenance register Conduct inspection/site visit Execute maintenance work	Percentage of municipal community halls maintained within 60 days of receipt of maintenance request	To maintain 100 % community halls within 60 days of maintenance request	100%	100%	100%	100%	
SD1 1	Community amenities	To build, maintain and provide access to improved, sustainable and modernized infrastructure to the community by 2022	Identification of maintenance work Bill of quantities Appointment of service providers Execution of maintenance work	Number of municipal public toilets maintained	maintain 7 public toilets in Mkhuze town x2, Mkhuze test ground, Jozini town, Bhambanana taxi rank, Ingwavuma town, Ndumo market stalls toilet	7	7	7	7	
SD1 2	Community amenities	To build, maintain and provide access to improved, sustainable and modernized infrastructure to the community by 2022	Identification of maintenance work Bill of quantities Appointment of service providers Execution of maintenance work	Number of municipal sport field maintained	Identification of maintenance work	Appointment of service providers	Execution of maintenance work	Execution of maintenance work		
SD1 3	Community amenities	To build, maintain and provide access to improved, sustainable and modernized	Bill of quantities Appointment of service providers Concrete palisade fencing	Number of swimming pool maintained	maintain 1 swimming	maintain 1 swimming	maintain 1 swimming	maintain 1 swimming	maintain 1 swimming	

		infrastructure to the community by 2022	Maintenance of ablution facilities							
			Repairs of pump station							
			Installation of electricity							
SD1 4	Master plan and policy	To build, maintain and provide access to improved, sustainable and modernized infrastructure to the community by 2022	Data collection of municipal infrastructure assets	Number of master maintenance plans and policies developed	develop 1 master maintenance plan and policy incorporating roads, electricity and building maintenance	Review 1 master maintenance plan and policy	Review 1 master maintenance plan and policy	Review 1 master maintenance plan and policy	Review 1 master maintenance plan and policy	
			Develop a draft maintenance plan and policy							
			Present to MANCO							
			Workshop Councillors							
			Prepare an item to council for approval							
SD1 5	Roads	To build, maintain and provide access to improved, sustainable and modernized infrastructure to the community by 2022	Hiring of plant machinery	No. of kilometers of gravel access roads maintained	Prioritization of maintenance work	Maintenance of 30km of gravel access roads	Maintenance of 70km of gravel access roads	Maintenance of 100km of gravel access roads		
			Maintenance plan of gravel roads							
			Prioritization of maintenance							
			Execute maintenance work							
SD1 6	Roads	To build, maintain and provide access to improved, sustainable and modernized infrastructure to the	Identifying roads	Square meters of internal roads maintained (black top)	repair 120 sq of black top roads in Jozini, Ngwavuma, Ubombo, Mkhuze	120 sq	120 sq	150 sq	160 sq	
			Prioritization of maintenance							
			Procurement of cold mix							
			Procurement of small plants							

		community by 2022	Appointment of service providers							
			Execution of maintenance work							
SD17	Roads and storm water	To build, maintain and provide access to improved, sustainable and modernized infrastructure to the community by 2022	Storm water assessments	Number of towns with storm water drainage upgraded	1					
			Appointment of service providers							
			Execution of maintenance work							
SD18	Capital project	To build, maintain and provide access to improved, sustainable and modernized infrastructure to the community by 2022	Appointment of service providers	Number of kilometre of upgraded roads	upgrade 3.5 kms of black top roads in (Mkhuze town- 1.3 km and (Jozini top town – 2.2km)	Ndumane, Ezinhlalavini, Mtshakela/ Ekulingeni				
			Execute Construction work							
			Close out report							
SD19	Capital project	To build, maintain and provide access to improved, sustainable and modernized infrastructure to the community by 2022	Appointment of Engineers	Number of community halls constructed	4 community halls (Machobeni, KwaQhoqhoqho, Machibini and Magwangu)	3 community halls (KwaMbusi, Nhlonhlela and Kwaphaweni)	4 community halls (Ndumo, Nhlangano, Onaleni and Madeya)			
			MIG registration							
			Appointment of contractors							
			Execute Construction work							
SD20	Capital project	To build, maintain and	Appointment of contractor	Number of municipal	pgrade 1 Municipal office building in Jozini	1	1	1		

		provide access to improved, sustainable and modernized infrastructure to the community by 2022	Execute Construction work	offices upgraded	up to 30% of overall scope of works					
SD21	Capital project	To build, maintain and provide access to improved, sustainable and modernized infrastructure to the community by 2022	Design of the vehicle testing ground MIG registration Appointment of contractor Execute Construction work	Number vehicle testing ground extended	extend 1 vehicle testing in Mkhuze-Phase 3 up to 40% of the total scope of work	1	1			
SD22	Capital project	To build, maintain and provide access to improved, sustainable and modernized infrastructure to the community by 2022	Appointment of Engineers Endorsement letter from DSR Letter from Traditional Authorities Design Draw up Designs MIG registration Appointment of contractor MIG registration Execute Construction work	Number of sportfield constructed	construct 2 sports fields in Emthonjeni and Munywana)	2 sports fields in Nyamane and Sbonokuhle)	4 sports fields in (Ubombo, Sinethezekile, Ophansi and Oshabeni/Ntathni )	Construction of 2 sports fields		

KPA 3: LOCAL ECONOMIC DEVELOPMENT & KPA 6 SPATIAL PLANNING (CROSS CUTTING)										
IDP NO.	PRIORITY AREA	OBJECTIVES	STRATEGIES	KEY PERFORMANCE INDICATOR	MULTI YR TARGETS					RESP. DEPT.
					prior 2017/18	Yr. 1 2018/19	Yr. 2 2019/20	Yr. 3 2020/21	Yr. 4 2021/22	
LED01	LED Strategy	To exploit available opportunities for economic benefit to the community by June 2022	Engagement with stakeholders	Number of LED strategies developed	Review LED strategy	1	1	1	1	
			Draft LED Strategy							
			Conduct workshop							
			Submission of final draft to Council for adoption							
LED02	Investment and Promotion	To exploit available opportunities for economic benefit to the community by June 2022	Develop draft investment and promotion strategy	Number of Investment and Promotion Strategies developed and implemented	Develop and implement investment and promotion strategy	Implementation of investment and promotion strategy	Implementation of investment and promotion strategy	Implementation of investment and promotion strategy	Implementation of investment and promotion strategy	
			Implement Investment and Promotion Strategy							
LED03	Tourism	To unlock tourism opportunities to benefit local communities by June 2022	Review of the Tourism strategy	Number of Tourism Strategies developed and implemented	review and implementation of 1 Tourism Strategy	1 tourism strategy	1 tourism strategy	1 tourism strategy	1 tourism strategy	
			Revive the sitting of the tourism forum							
			Develop tourism marketing materials							
			Exploit competitive advantages in tourism (Jozini Dam, Fishing and Game reserve and bird watching in Ndumo)							

			Support of tourism SMME'S and informal sector business persons							
			Conduct tourism events							
			Conduct skills and capacity building in tourism services and hospitality							
			Support Community Tourism Organisation							
			Facilitate the renovation of Visitors Information Centres	Number of Tourism Programmes conducted	10 awareness programmes	10	10	10	10	
LED04	Agriculture	To exploit available agricultural opportunities for the benefit of local community by June 2022	Review the Agricultural Sector Plan	Number of Agricultural Programs implemented	Training of 10 co-operative					
			Revive the sitting of Agricultural Sector Committee.							
			Undertake constant annual audit of agricultural activities.							
			Establish a consolidated database of all emerging and commercial farmers as well as commodities.							
			Establishment of farmers cooperatives and SMME'S in order to assist them to share transport							



			and other business costs							
			Revive the functioning of JVAC that will be a market avenue for small scale farmers							
LED05				Number of JVAC's Operationalized	operationalise JVAC for farmers access to the market	operationalise JVAC for farmers access to the market	operationalise JVAC for farmers access to the market	operationalise JVAC for farmers access to the market	operationalise JVAC for farmers access to the market	
LED06	Poverty Alleviation	To create an environment that will create jobs and reduce poverty by June 2022.	Develop poverty policy reduction	Number of Poverty Reduction Programmes Implemented	Poverty Reduction Policy and implementation plan	Implementation of poverty reduction plan	Implementation of poverty reduction plan	Implementation of poverty reduction plan	Implementation of poverty reduction plan	
			Facilitate appointment of service providers for materials inputs of ward-based projects							
			Facilitate delivery of inputs, equipment's and materials							
LED07	Job Creation	To implement and co-ordinate Expanded Public Works Programme (EPWP) in a manner that enhances skills development and optimizes decent employment and entrepreneurship by June 2022.	Development of business plans for EPWP and CWP funding	Number of Job Opportunities Created	1600 job opportunities created	1600	1600	1600	1600	
			Identification and prioritisation of job opportunities in all municipal works projects							
			Implementation of EPWP							
			Implementation of CWP							

LED08	Catalytic Projects	To solicit funding to implement 5 catalytic projects for socio-economic benefit of community members by June 2019	Identify potential funders for funding of catalytic projects (JVAC, Umnotho Phantsi, Recycling Centre, Fish Farming Project, Block Making Project)	Number of business plans developed and Implemented	6 business plans					
			Develop business plans for five catalytic projects							
			Submit business plans to funders							
			Engage to solicit funding							
			Implement five catalytic projects							
LED09	SMME's/Co-operatives	To provide support to small business and informal traders for sustainability by June 2022	Review Informal Economy Policy and Implementation.	Number of SMME's, Informal Traders and Co-operatives Supported	train, register and provide access to the market for 80 small business, co-operatives, informal traders	80	80	80	80	
			Review Informal traders' bylaws and Business licencing.							
			Assist SMME's and Cooperatives in packaging funding application to existing funders							
			Conduct skills audit for SMME'S and Cooperatives							
			To facilitate the Construction of Informal traders' facilities.							
			Establishment of Jozini Business Chamber of Commerce							

LED10	HIV/AIDS	Facilitate, promote and protect the rights of the affected and infected persons living with HIV and AIDS by June 2022	Engage with sector departments and civil society	Number of HIV/AIDS Programmes implemented	1 HIV/AIDS Strategy review & implementation	1 HIV/AIDS Strategy review & implementation	1 HIV/AIDS Strategy review & implementation	1 HIV/AIDS Strategy review & implementation	1 HIV/AIDS Strategy review & implementation	
			Conduct workshops							
			Present HIV/AIDS Strategy to as an item in all municipal structures)							
			Facilitate the establishment of Wards AIDS committees							
			Establish local AIDS Council							
			Conduct HIV/AIDS Awareness Campaigns							
LED11	Operation Sukuma Sakhe (OSS)	To institutionalise integrated service delivery model by mobilising community partnerships with private sector, non-governmental organisations, community-based organisations and governmental stakeholders by June 2022	Consult OSS Champion	Number of Operation Sukuma Sakhe Programs Implemented	1 OSS Roll Out Plan	1 OSS Roll Out Plan implementation	1 OSS Roll Out Plan implementation	1 OSS Roll Out Plan implementation	1 OSS Roll Out Plan implementation	
			Develop Roll Out Plan							
			Presentation of the roll out plan to Council for adoption							
			Facilitate sitting of War Room and Local Task Team Meetings							
			Implementation of OSS programmes							
LED12	Social Welfare	To mainstream previously disadvantaged groups for socio-economic benefit by June 2022	Develop Social Welfare Policy	Number of Social Welfare Programs Implemented	develop and implement Social Welfare Policy (senior citizens, children, Inter-faith, Traditional	implement Social Welfare Policy (senior citizens, children, Inter-faith, Traditional Healers, Civil Society	implement Social Welfare Policy (senior citizens, children, Inter-faith, Traditional Healers, Civil	implement Social Welfare Policy (senior citizens, children, Inter-faith, Traditional Healers, Civil	implement Social Welfare Policy (senior citizens, children, Inter-faith, Traditional Healers, Civil	
			Develop schedule of events for all Social Welfare Groups							
			Workshop relevant							

			stakeholders		Healers, Civil Society		Society	Society	Society	
			Submission of the draft document to the portfolio committee							
			Develop item to Council							
			Develop terms of reference for social welfare forums							
			Facilitate election of Social Welfare Groups							
			Facilitate meetings for Social Welfare Groups							
			Conduct Social Welfare Events							
LED13	Marketing and communication	To promote and foster sound internal and external communication by June 2022	Develop and review communication and marketing strategy	Number of marketing and communication programmes implemented	review of and implement marketing, communication strategy	1 marketing, communication strategy	1 marketing, communication strategy	1 marketing, communication strategy	1 marketing, communication strategy	
			Establish communication/ editor's forum internally.							
			To conduct workshops to Councillors and staff.							
			Refurbish the municipal website.							
			Attraction adverts through local government handbook							
			Showcase							

			services rendered by the municipality and council accountability report (radio slots, newspaper adverts, newsletter)							
LED14	Intergovernmental Relations	To establish a framework that provides procedures for integrated planning and regular reporting and feedback by all stakeholders by June 2022	Convene intergovernmental relations meetings Resuscitate the sitting of IGR structures	Number of IGR Meetings held	4 IGR meetings	4 IGR meetings	4 IGR meetings	4 IGR meetings	4 IGR meetings	

## KPA 4: FINANCIAL VIABILITY

IDP NO.	PRIORITY AREA	OBJECTIVE	STRATEGIES	KEY PERFORMANCE INDICATOR	MULTI YR TARGETS					RESP. DEPT.
					prior 2017/18	Yr. 1 2018/19	Yr. 2 2019/20	Yr. 3 2020/21	Yr. 4 2021/22	
FV01	Budgeting	To develop and maintain a financial viable and sustainable institution that achieves full compliance with municipal legislation by 2022	Draft the process plan.	Number of Final Budget Approved 30 days before the start of the Financial Year	develop and approve one Annual Budget	one Annual Budget	one Annual Budget	one Annual Budget	one Annual Budget	
			Table the Process Plan to Council							
			Request for Draft procurement plan from Departments							
			Prepare and Table Draft Budget							
			Submission of Draft Budget to Relevant Stakeholders							
			Publicise Draft Budget for public comments							
			Consolidate and consider Public Comments on the Draft Budget.							
			Table Final Budget to Council							
			Submission of Final Budget to Relevant Stakeholders							
FV02	Revenue	To develop and maintain a financial viable and sustainable institution that achieves full compliance with municipal legislation by 2022	Issue Monthly Billing Statement	Percentage collection on the Monthly billing	collect 30% of the total annual billing	50%	50%	50%	50%	
			Issue letters of Reminder to Customers							
			Arrange meetings with individual Customers (households, government departments, businesses)							
			Granting of Amnesty							
			Conduct Data Cleansing Exercise							

			Attend to complains as and when they come							
FV03	Supply Chain Management	To develop and maintain a financial viable and sustainable institution that achieves full compliance with municipal legislation by 2022	Invite Provincial Treasury SCM Unit for the Workshop on Supply Chain Management. Invite participants on SCM workshop Organise logistics for the workshop	Number of workshop facilitated for councilors and management on Supply Chain Management	3 workshops	3 workshops	3	3	3	
FV04	Supply Chain Management	To develop and maintain a financial viable and sustainable institution that achieves full compliance with municipal legislation by 2022	Request Procurement Plans from Departments Consolidate Procurement Plans Send out the monthly reminders on the procurement plans	Number of Reminders issued to Departments on the Procurement Plan	12 reminders issued to Departments on the Procurement Plans	12	12	12	12	
FV05	Supply Chain Management	To develop and maintain a financial viable and sustainable institution that achieves full compliance with municipal legislation by 2022	Prepare reporting format for irregular expenditure Prepare Monthly Reports on Irregular Expenditure Submit monthly reports on irregular expenditure to the Municipal Manager/Council	Number of Irregular Expenditure reports submitted to the Mayor within 10 working days	12 reports on Irregular Expenditure	12	12	12	12	
FV06	Supply Chain Management	To develop and maintain a financial viable and sustainable institution that achieves full compliance with municipal legislation by 2022	Inclusion of Subcontracting clause in the invitation to tender. Emphasis of Local beneficiation for all construction projects in compulsory briefing sessions	Percentage of Local beneficiation for all construction projects	30% of Local beneficiation for all construction projects	30%	30%	30%	30%	
FV07	Expenditure	To develop and maintain a	Existing Strategy Analysis	Number of Anti-Fraud and	1 Anti-Fraud and	1 Anti-Fraud and	1 Anti-Fraud and	1 Anti-Fraud and	1 Anti-Fraud and	



		financial viable and sustainable institution that achieves full compliance with municipal legislation by 2022	Presentation of the Draft Anti-Fraud and Corruption Strategy to Management and Audit Committee	Corruption Strategy reviewed	Corruption Strategy	Corruption Strategy	Corruption Strategy	Corruption Strategy	Corruption Strategy	
			Solicit Comments from Management, Audit Committee and Treasury							
FV08	Expenditure	To develop and maintain a financial viable and sustainable institution that achieves full compliance with municipal legislation by 2022	Develop the reporting template for reporting fruitless and wasteful expenditure	Number of Fruitless and Wasteful Expenditure reports submitted to the Mayor within 10 working days	12 reports on Fruitless and Wasteful Expenditure	12	12	12	12	
			Prepare Monthly Reports on Fruitless and Wasteful Expenditure							
			Submit monthly reports on Fruitless and Wasteful Expenditure to the Municipal Manager/Council							
FV09	Expenditure	To develop and maintain a financial viable and sustainable institution that achieves full compliance with municipal legislation by 2022	Registration of invoices on receipt	Percentage of Creditors paid within 30 days of receipt of valid invoices	100% Payment of Creditors within 30 days on receipt of valid invoice	100% Payment of Creditors within 30 days on receipt of valid invoice	100% Payment of Creditors within 30 days on receipt of valid invoice	100% Payment of Creditors within 30 days on receipt of valid invoice	100% Payment of Creditors within 30 days on receipt of valid invoice	
			Put date received stamp on all invoices received							
			Process payments							
FV10	Expenditure	To develop and maintain a financial viable and sustainable institution that achieves full compliance with municipal legislation by 2022	Prepare Accounts Payable batch for 3 <sup>rd</sup> Parties	Percentage on Statutory payments made within 7 days of month end.	100% on Statutory payments made within 7 days of month end.	100% on Statutory payments made within 7 days of month end.	100% on Statutory payments made within 7 days of month end.	100% on Statutory payments made within 7 days of month end.	100% on Statutory payments made within 7 days of month end.	
			Check Accounts Payable batch for 3 <sup>rd</sup> Parties							
			Approve Accounts Payable Batch for 3 <sup>rd</sup> Parties							
			Approve 3 <sup>rd</sup> parties payments							
			Send Statutory payment Schedules to 3 <sup>RD</sup> Parties							
			Attend Queries from 3 <sup>rd</sup> Parties							

FV11	Asset Management	To develop and maintain a financial viable and sustainable institution that achieves full compliance with municipal legislation by 2022	Place Barcodes on all Municipal Assets	Number of GRAP compliant asset registers developed and maintained	One GRAP compliant asset register	One GRAP compliant asset register	One GRAP compliant asset register	One GRAP compliant asset register	One GRAP compliant asset register	
			Update Asset register on Acquisitions							
			Monitor asset movements through Control Sheets							
			Update incidence register							
			Insurance Claims register							
			Run Depreciation							
FV12	Statutory Reporting	To develop and maintain a financial viable and sustainable institution that achieves full compliance with municipal legislation by 2022	Allocate Direct receipts and Payments to payment and receipts batches	Number Section 71 reports Submitted to the Mayor within 10 working days	12 Section 71 reports	12 Section 71 reports	12 Section 71 reports	12 Section 71 reports	12 Section 71 reports	
			Post Direct Receipts and Payments to General ledger							
			Recognise income on conditional grants expenditure							
			Prepare section 71 reports							
			Submit Section 71 reports to the Mayor, PT and NT							
FV13	Statutory Reporting	To develop and maintain a financial viable and sustainable institution that achieves full compliance with municipal legislation by 2022	Prepare all the reconciliations	Number of Financial Statements prepared with no material findings towards attainment of Clean Audit.	2 sets of Financial Statements	2 sets of Financial Statements	2 sets of Financial Statements	2 sets of Financial Statements	2 sets of Financial Statements	
			Prepare Financial Statements Action Plan							
			Prepare Financial Statements							
			Submit AFS to Internal Auditors and Audit Committee for a review							
			Table Annual Financial Statements to Council							
			Submit AFS to AG for audit							
			Attend RFI's from AG							
			Attend to Audit Queries raised							
			Draft Audit Action Plan							
			Prepare interim Financial Statements							
			Submit Interim Financial Statements to Internal Auditors							

## KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

IDP NO.	PRIORITY AREA	OBJECTIVES	STRATEGIES	KEY PERFORMANCE INDICATOR	MULTI YR. TARGETS					RESP. DEPT.
					prior 2017/18	Yr. 1 2018/19	Yr. 2 2019/20	Yr. 3 2020/21	Yr. 4 2021/22	
GG01	Operations Management: Risk Management	To ensure that the risk maturity of the organisation is at an enabled level (risk management and internal control fully embedded into the operations of the organisation, high level understanding of risk, effective risk management) by June 2022	To Establish full functional Risk Management Section	Number of functional Risk Reports developed	4 Risk Reports	4 Risk Reports	4 Risk Reports	4 Risk Reports	4 Risk Reports	
			Development, implementation of Risk Management Policy or Strategy.	Number of risk management Policies developed						
			Conduct risk Assessment bi-annually with implementation, monitoring and on-going review.	Number of Risk Assessments conducted						
			Development of Fraud Risk Management Policy and Strategy	Number of Fraud Risk Management Policies developed						
GG02	Operations Management: SDBIP	Develop Annual Service Delivery and Budget Implementation Plan by June 2022	Develop and adopt Service Delivery and Budget Implementation Plan for each financial year.	Number of SDBIP's approved within timelines	1 SDBIP	1 SDBIP	1 SDBIP	1 SDBIP	1 SDBIP	
			Develop Service Delivery and Budget Implementation Plan							
			Facilitate approval by Mayor							
			Submit SDBIP to COGTA, PT, NT and AG							
			Facilitate advertisement of SDBIP							
GG03	Operations Management: In Year Reporting	Co-ordinate development of monthly plans, reports	Draft Monthly performance plan for the preceding monthly	Number of In-year reports developed	1 Annual report	1 Annual report	1 Annual report	1 Annual report	1 Annual report	

		quarterly plans reports, quarterly risk reports and annual report by June 2022	<div>Draft Monthly Performance Report</div> <div>Draft Risk Report</div> <div>Present to Management</div> <div>Submit to PMS for review</div>							
GGO4	Internal Audit	To ensure reliable and maintain independence of Internal and External Audit by June 2022	<div>Development of Audit Charter</div> <div>To establish a fully Functional Internal Audit Section</div> <div>Develop an Internal Audit Plan</div> <div>Facilitate functionality of the Audit Committee</div>	<div>Number of Audit (Internal Audit and Audit Committee) Charters developed</div> <div>Number of Internal Audits executed</div> <div>Number of Audit Committee meetings held</div>	4 Reports	4 Reports	4 Reports	4 Reports	4 Reports	
GGO5	Performance Management System	To maintain a SMART Organisational Performance Management System to ensure Planning, Monitoring reporting and evaluation of municipal performance by June 2022	<div>To review and Implement PMS policy annually</div> <div>To draft section 54 A/and Section 56 performance agreements</div> <div>Conduct Performance assessments</div> <div>Evaluate quarterly performance reports.</div> <div>Develop and approve an Organisational scorecard annually.</div> <div>Evaluate Annual Performance Report to AG BY 31 August annually</div> <div>Submit annual report to</div>	<div>Number of PMS Policy reviews conducted</div> <div>Number of performance agreement drafted within the stipulated timeframes</div> <div>Number of performance assessments conducted</div> <div>Number of Performance reports compiled.</div> <div>Number of Organisational Scorecards developed</div> <div>Number of APR developed and submitted to AG</div> <div>Number of Annual</div>	4 Performance Report	4 Performance Report	4 Performance Report	4 Performance Report	4 Performance Report	

			Council by 31 January annually	reports developed						
GG06	Integrated Development Plan	To promote a municipal governance system that enhances and embraces the system of participatory governance by June 2022	Develop and review Integrated Development Plan within a prescribed period.	Number of IDP's developed and reviewed	1 IDP	1 IDP	1 IDP	1 IDP	1 IDP	
			Co-ordinate IDP Rep Forum Meetings							
			Conduct IDP/ Budget roadshows on draft IDP and Draft BUDGET							
			Conduct IDP public participation meetings.							
			Co-ordinate IDP steering committee meetings							
			Co-ordinate the strategic planning session annually.							

IDP NO.	PRIORITY AREA	OBJECTIVE	STRATEGIES	KEY PERFORMANCE INDICATOR	5 YR. TARGETS					PORTFOLIO OF EVIDENCE
					Yr. 1 2017/18	Yr. 2 2018/19	Yr. 3 2019/20	Yr. 4 2020/21	Yr. 5 2021/22	
PP01	Ward Committees meetings	To enhance participatory democracy by increasing interface between communities and council by June 2022.	Development of ward committee annual calendar plan	Number of ward committee meetings organised	Facilitate 12 monthly meetings of ward committees	Facilitate 12 monthly meetings of ward committees	Facilitate 12 monthly meetings of ward committees	Facilitate 12 monthly meetings of ward committees	Facilitate 12 monthly meetings of ward committees	
			Development of reporting template for ward committees							
			Circulation of the report template to all ward committee secretaries							
			Attend ward committee meetings							
			Consolidate reports and hand over to various departments in-terms of issues raised							
			Render support to the ward committee meetings							
			Provide support materials such as name tags, diaries, bags, t-shirts							

			Write 2 per financial year Reports to Speaker and COGTA on the functionality of ward committees							
PPO2	Ward Committee trainings	To enhance participatory democracy by increasing interface between communities and council by June 2022.	Conduct skills audit forward committees to identify skills gap	Number of ward committee training sessions organised	Organise 2 accredited training sessions for ward committees	Organise 2 accredited training sessions for ward committees	Organise 2 accredited training sessions for ward committees	Organise 2 accredited training sessions for ward committees	Organise 2 accredited training sessions for ward committees	
			Draft Training programme							
			Engage COGTA - Public Participation Unit on the training standard							
			Procure services of a Training services provider							
			Conduct training to ward committees							
PP03	Ward Committee workshops	To enhance participatory democracy by increasing interface between communities and council by June 2022.	Draft workshop programme	Number of ward committee workshops organised	2 workshops on ward committee functionality					
			Procure services of a Training services provider							
			Conduct workshop to ward committees							
PP04	Community Satisfaction survey	To enhance participatory democracy by increasing interface between communities and council by June 2022.	Appointment of the service provider	Number of community satisfaction survey conducted	1 community survey on the satisfaction of communities with municipal services	1 community survey on the satisfaction of communities with municipal services	1 community survey on the satisfaction of communities with municipal services	1 community survey on the satisfaction of communities with municipal services	1 community survey on the satisfaction of communities with municipal services	
			Development of survey questionnaires							
			Conduct survey							
			Analysis of results of the survey							
			Report to Management and Council							
PP05	Community Imbizos	To enhance participatory democracy by increasing interface between communities and council by June 2022.	Identify venues for Imbizo	Number of Imbizo coordinated	2 Imbizo for community participation	2 Imbizo for community participation	2 Imbizo for community participation	2 Imbizo for community participation	2 Imbizo for community participation	
			Facilitate logistics for Imbizos (tents, transport, catering, sound system, Stakeholder mobilization							
			Publicity of Imbizo to community (through							

			Banners, posters, radio announcements, fliers)							
			Hold Imbizo							
PP06	Indigent Support	To ensure that the municipality renders free basic services support to all deserving indigent beneficiaries by June 2022.	Draft Indigent Policy	Number of indigent policies and registers developed	develop and implement one Indigent Policy and Indigent register	1 Indigent Policy and Indigent register	1 Indigent Policy and Indigent register	1 Indigent Policy and Indigent register	1 Indigent Policy and Indigent register	
			Presentation of the draft policy to management for comment							
			Workshop Councilors on the Draft Indigent Policy							
			Prepare an item to Council on the Indigent Policy for approval							
			Appoint Service provider for the indigent register							
			Data collection in wards							
			Draft Indigent Register							
			Presentation of the draft Indigent register to Councilors for verification							
PP07	Lease agreements with tenants	To ensure that all municipal properties have valid lease agreements by June 2022	Draft standard lease agreement	Number of municipal buildings with tenants having signed lease agreements	Lease agreements signed by tenants of 3 municipal properties (121 staff residence, Mkhuze clinic, Thusong centre)	Lease agreements signed by tenants of 3 municipal properties (121 staff residence, Mkhuze clinic, Thusong centre)	Lease agreements signed by tenants of 3 municipal properties (121 staff residence, Mkhuze clinic, Thusong centre)	Lease agreements signed by tenants of 3 municipal properties (121 staff residence, Mkhuze clinic, Thusong centre)	Lease agreements signed by tenants of 3 municipal properties (121 staff residence, Mkhuze clinic, Thusong centre)	
			Review of letting tariff							
			Conclude negotiation with 121 residence, Ndumo rental stock and DSD (Thusong)							
PP08	Sports development	To promote social cohesion through sports and cultural activities by June 2022.	Coordinate sport events (mayoral cup, salga games)	Number of ward sport committees established	20 established ward sport committees.	10 awareness campaigns and hosted Salga games	10 awareness campaigns	Hosted mayoral cup		
			Conducting 20 Awareness campaigns for sports inactive codes (boxing, volleyball, indigenous games, athletics)							
			Launch ward-based sport committees							
			Workshops and registration with federations							
			Facilitate sporting activities							



PP09	Arts and Culture	To promote social cohesion through sports and cultural activities by June 2022	Draft outreach program	Number of arts and culture committees established	20 established arts committees	Umkhosi womhlanga	Umkhosi wamaganu	Isicathamiya and Ingoma		
			Election of arts committees							
			Workshop culture committees							
			Nominate task team for events preparation							
PP10	Schools outreach	To promote literacy through school development programmes by June 2022	Render support to communities by providing transport, catering for events (umkhosi womhlanga, umkhosi wamaganu, isicathamiya and ingoma)	Number of schools' outreach programmes conducted	4 stamped School visit letters for outreach programmes	4 stamped School visit letters for outreach programmes	4 stamped School visit letters for outreach programmes	4 stamped School visit letters for outreach programmes		
			Preparation of an Annual outreach program plan for school visits. Provision of Mobile Library							
PP11	Awareness Campaigns	To promote literacy through school development programmes by June 2022	Annually calendar plan for awareness campaigns & Career Expo.	Number of outreach awareness programmes conducted	1 Awareness Campaign	1 Awareness Campaign	1 Awareness Campaign	1 Awareness Campaign		
			Provision of Mobile Library							
PP12	Road Safety	To formulate and Establish Traffic bylaws and provision of safety and security by June 2022	Solicit support and commitment from other stake holders (SAPS, RTI and Road Safety Team)	Number of road safety programmes conducted	12 road blocks	12 road blocks	12 road blocks	12 road blocks		
			Draft and coordinate the monthly and quarterly statistics report		3 monthly statistics reports	3 monthly statistics reports	3 monthly statistics reports	3 monthly statistics reports		
PP13	Road Safety	To formulate and Establish Traffic bylaws and provision of safety and security by June 2022	Solicit support and commitment from other stake holders (DOE and Road Safety Team)	Number of road safety programmes conducted to schools	1 school visit	1 school visit	1 school visit	1 school visit		

PP14	Disaster awareness	To ensure provision of fire and rescue services by June 2022	Solicit support and commitment from other stake holders and Community	Number of disaster awareness campaigns conducted	1 Disaster Awareness Campaign	1 Disaster Awareness Campaign	1 Disaster Awareness Campaign	1 Disaster Awareness Campaign		
PP15	Driving licence testing centre	To Provide unlimited services in the DLTC by June 2022	Issuing of Public Driving Licence Permits	Number of monthly reports developed on the functionality of DLTC	3 Monthly eNatis report	3 monthly eNatis report	3 monthly eNatis report	3 monthly enatis report		
			Renewal of driving licences							
			Issuing of temporally Driving Licences							
PP16	Animal pound	To ensure that the animal pound is functional by June 2022	Preparation of an awareness plan	Number of animal pound awareness campaigns conducted	1 Awareness campaigns	2 Awareness campaigns to Community Leaders	2 Awareness campaigns to Community Leaders	2 Awareness campaigns to Community Leaders		
			Conduct Awareness campaigns to Community Leaders & livestock farmers							
PP17	Cemeteries	To ensure that the municipal cemeteries are functional by June 2022	Preparation of awareness plan	Number of awareness campaigns conducted for cemeteries	1 awareness campaigns	2 awareness campaigns	2 awareness campaigns	2 awareness campaigns		
			Conduct awareness campaigns to Community Leaders							
PP18	Integrated Waste Management	To ensure that municipal waste management service is functional in line with NEMA standards by June 2022.	Review and update the existing IWMP	Number of nodes at which the integrated waste management plan is implemented	Approved Integrated waste management plan and 1 awareness campaign at Bhambanana	Number of distributed waste collection bins and 1 awareness campaign at Manyiseni	EIA report for Ntabayengwe Landfill site and 1 awareness campaign in Jozini Town	Licence for Mkuze Landfill site and 2 awareness campaigns in Ndumo & Ingwavuma		
			Adoption and approval of IWMP by council							
			Provision of waste bins							
			Notification of waste collection dates.							
			Establish the new Waste Disposal Landfill site for Ndumo Bhambanana and Ingwavuma waste							
			Licensing of Mkuze Landfill site							
			5 cleaning awareness campaigns							

KPA 3: LOCAL ECONOMIC DEVELOPMENT & KPA 6 SPATIAL PLANNING (CROSS CUTTING)										
IDP NO.	PRIORITY AREA	OBJECTIVES	STRATEGIES	KEY PERFORMANCE INDICATOR	MULTI YR TARGETS					RESP. DEPT.
					prior 2017/18	Yr. 1 2018/19	Yr. 2 2019/20	Yr. 3 2020/21	Yr. 4 2021/22	
SP01	Human Settlements	To promote the achievement of a non-racial, integrated society, through the development of sustainable human settlements and quality housing by June 2022.	Review Housing Sector Plan	Number of Housing units constructed	review the Housing sector plan	review the Housing sector plan	review the Housing sector plan	review the Housing sector plan	review the Housing sector plan	
			Engage human settlement department for the funding of the rectification project							
			Provide housing for vulnerable groups.							
			To provide low cost housing							
			Provide rental housing							
SP02			Facilitate sitting of housing forum meeting		coordinate planning of housing projects in 20 wards	coordinate planning of housing projects in 20 wards				
SP03					coordination of implementation of housing projects i.e. Jozini ward 5, Ndumo ward 16, KwaJobe phase 2 ward3 and 4	coordination of implementation of housing projects	coordination of implementation of housing projects	coordination of implementation of housing projects	coordination of implementation of housing projects	
SP04					co-ordinate construction of Operation Sukuma Sakhe houses in all wards	co-ordinate construction of Operation Sukuma Sakhe houses in all ward	co-ordinate construction of Operation Sukuma Sakhe houses in all ward	co-ordination of construction of Operation Sukuma Sakhe houses in all ward	co-ordination of construction of Operation Sukuma Sakhe houses in all ward	

SP05	Spatial Development Framework	To achieve sustainable and Controlled development in line with Spatial Planning and Land Use Management Act16 of 2013 by June 2022	Review SDF	Number of Spatial Development Frameworks developed	1 SDF Review	1 SDF Review	1 SDF Review	1 SDF Review	1 SDF Review	
			Facilitate public participation process for draft SDF							
			Facilitate approval by Council							
			Implement SDF Projects							
SP06	Land Use Management	To develop Land Use Management Systems for formalizations of towns development by June 2022	Develop Wall to Wall Schemes	Number of Land Use Applications Approved within 30-60 days	Develop 6 wall to wall schemes	Implement wall to wall schemes for 6 municipal towns in line SPLUMA	Implement wall to wall schemes for 6 municipal towns in line SPLUMA	Implement wall to wall schemes for 6 municipal towns in line SPLUMA	Implement wall to wall schemes for 6 municipal towns in line SPLUMA	
			Establish Municipal Planning Tribunal							
			Facilitate approval by Council							
			Process land use applications							
SP07	Land Use Management	To acquire 200 hectors of land for development by 2019.	Engage land owners / relevant stakeholders	Number of Land Audit Reports	conduct land audit to guide land use development in the municipality	land audit				
			Establish Project Steering Committee							
			Conduct Land Audit							
SP08	Building Regulations	To provide building regulations that guide uniform development within the municipality in compliance with the SANS 400 and NBRSA by 30 June 2022	Draft By-Laws	Number of Building By-laws enforced	Develop and Enforce building by laws in compliance with the SANS 400 and NBRSA	Enforce building by laws in compliance with the SANS 400 and NBRSA	Enforce building by laws in compliance with the SANS 400 and NBRSA	Enforce building by laws in compliance with the SANS 400 and NBRSA	Enforce building by laws in compliance with the SANS 400 and NBRSA	
			Facilitate Public participation process for draft by laws							
			Facilitate approval by Council							
			Facilitate Gazetting by COGTA							
			Facilitate approval of building plans							
			Conduct inspections							

SP09	GIS	To provide digital land use management information useful for current and future projects by June 2022	Install GIS System	Number of GIS Reports developed	update GIS system	update GIS system	update GIS system	update GIS system	update GIS system	
			upload and update information on GIS system							
SP10	Building Inspectorate	effective implementation of a building plan management software solution	Develop a Building Plan Management System	Building Plan Management System	Apply for funding @ COGTA					

## PROJECTS

PROJECT	WARD	SOURCE OF FUNDING	2018/19	2019/20	2020/21	2021/22
Machobeni community hall	14	MIG				
Upgrade of Jozini municipal offices	Whole municipality	MIG				
Rehabilitation of top town access roads	7	MIG				
Mkhuze testing ground (phase 3)	Whole municipality	MIG				
Emthonjeni sportsfield	14	MIG				
KwaQhoqhoqho hall	2	MIG				
Munywana sportsfield	17	MIG				
Machibini community hall	7	MIG				
Magwangu community hall	16	MIG				
Makwakwa Skills Centre	13	MIG	3,500,000.00			
Nyamane Sport Field	17	MIG	3,000,000.00			
Endumane Access Road	06	MIG	3,500,000.00			
Ezihlalavini Access Road	08	MIG	3,500,000.00			
Mtshakela/ Ekulingweni Access Road	09	MIG	3,500,000.00			
Kwambuzi Community Hall	10	MIG	3,500,000.00			
Sibonokuhle Sport field	04	MIG	3,187,000.00			
Nhlonhlela Community Hall	01	MIG	3,500,000.00			
KwaPhaweni Community Hall	19	MIG	3,500,000.00			
Manyiseni Youth Centre	15	MIG	3,500,000.00			
Construction of Onaleni Community Hall	12	MIG	2,500,000.00			
Ndumo community hall	16			R5 000 000.00		
Ubombo sportsfield	2			R4 000 000.00		

Nhlangano community hall	3			R4 000 000.00		
Sinethezekile sportsfield	5			R3 000 000.00		
Ophansi sportsfield	20			R4 000 000.00		
Ngwavuma multi-purpose centre	14			R5 000 000.00		
Combo-court- Makhane	13			R208 000.00		
Madeya community hall	17			R5 000 000.00		
Oshabeni/ Nyathini sportsfield	18			R3 000 000.00		
Nhlangano	3	INEP	R5 700 000.00			
KwaQondile	7	INEP	R4 300 000.00			
Mkhuze waManzi/Mshopi	1 & 20	INEP	R5 000 000.00			
Ophansi Electrification (748)	20	ESKOM	R12 961 743.90			
Bhekindoda Electrification (415)	9	ESKOM	R6 929 463.48			
Shukela Electrification (360)	10	ESKOM	R5 973 135.79			
Madeya Electrification (358)	17	ESKOM	R5 907 442.82			
Nyamana/ Ntabayengwe/ Siweni/ Bhekindoda Electrification (624)	11	ESKOM	R10 570 525.07			
Ekuhleleni Electrification (622)	15	ESKOM	R11 169 623.13			
Makhonyeni/ Bhanjana electrification (252)	05	ESKOM	R4 242 620.00			
Mzinyeni/ KwaMbuzi Electrification (554)	10	ESKOM	R9 645 674.03			
Ndumo #2 electrification (574)	16	ESKOM	R9 872 693.00			
Ophansi link line	20	ESKOM	R1 457 572.60			
Bhekindoda link line	9	ESKOM	R1 996 483.79			
Shukela link line	10	ESKOM	R 2 297 347.48			
Madeya Electrification link line	17	ESKOM	R3 017 053.08			
Nyamana/ Ntabayengwe/ Siweni/ Bhekindoda link line	11	ESKOM	R5 714 047.01			
Ekuhleleni link line	15	ESKOM	R3 570 909.78			
Makhonyeni/ Bhanjana link line	05	ESKOM	R5 185 566.06			



Mzinyeni/ KwaMbuzi link line	10	ESKOM	R6 835 958.59			
Ndumo #2 link line)	16	ESKOM	R3 734 137.47			
Makhathini ss Install 2 <sup>nd</sup> 20MVA		ESKOM	R19 500 00.00			
Makhathini Youth farming		Small Business Development				
Vezithanga Agriculture		Small Business Development				
UmpHEME Poultry Broilers		Small Business Development				
Ingenzeka		Small Business Development				
Mandla Mthethwa Comprehensive school	16	Public works				
Hhoye secondary school		Coega development corporation				
Khindi Jobe secondary school		Coega development corporation				
Zimele secondary school		Coega development corporation				
Manqayini School Access Road - New Gravel Road	7	Transport				
Sambane School Access Road - New Gravel Road	12	Transport				
Mpondwana - New Gravel Road	8	Transport				
D2210 - Betterment & Regravel	19	Transport				
D1839 - Betterment & Regravel	14	Transport				
D1840 - Betterment & Regravel	11	Transport				
D1911 - Betterment & Regravel	18	Transport				
D1912 - Betterment & Regravel	15	Transport				
D1912 - Betterment & Regravel	15	Transport				
D1823 - Betterment & Regravel	2	Transport				

D2374 - Betterment & Regravel	1	Transport				
L1191 - Betterment & Regravel	1	Transport				
D464 - Betterment & Regravel	1	Transport				
Jobe zineshe (Ground nuts, fencing)		Agriculture				
Makhathini Inputs (Seeds, Fertiliser, Chemicals)		Agriculture				
Makhathini (Irrigation)		Agriculture				
KwaJobe Rural Housing	3 & 4	Human Settlements				
Jozini CRU's	7	Human Settlements				
Mkhuze CRU's	20	Human Settlements				
Ndumo Housing project (1000 units)	15 & 16	Human Settlements				
Jozini ward 5 housing (1000 units)	5	Human Settlements				
Siqakatha Housing project (1000 units)	6	Human Settlements				
Mhlekaazi & Mkuze	1 & 20	Human Settlements				
Zineshe & Gujini	3 & 4	Human Settlements				
Hlalanathi & Mamfene	5 & 6	Human Settlements				
Maphaya & Madinyane	2 & 7	Human Settlements				
Msiyane & Nondabuya	8 & 19	Human Settlements				
Ophondweni & Emziyeni	9 & 10	Human Settlements				
Nyamane & Machobeni	11 & 14	Human Settlements				
Shemula & Makhanisi	12 & 13	Human Settlements				
Mbadleni & Ndumu	16 & 17	Human Settlements				
Manyiseni & Nkungwini	15 & 18	Human Settlements				
Ndumo library	16	Arts and Culture				
Ndumo model school	16	Public works				
Ingwavuma Library	14	Arts and Culture				
Manyiseni Library	15	Arts and Culture				
Mozi PAN Adventures	3	National Department of				

		tourism				
Makhathini Sugar Cane phase 1	5&6	DEDT				
Makhathini Sugar Cane phase 2	5&6	DEDT				

## PRIORITY PROJECTS

WARD 1	WARD 2	WARD 3	WARD 4	WARD 5
Empileni community hall	Ubombo sports centre (combo- court)	Access roads	Cezwane sportsfield	Gedleza skills centre

WARD 6	WARD 7	WARD 8	WARD 9	WARD 10
Mbukeni bridge	Upgrade of Emasosheni sportsfield	Combo-court sportsfield	Bhekindoda community hall	Mzinyeni Multi-purpose centre
	Upgrade of Ezibukweni sportsfield	Ezinhlalavini access road	Esidakeni sportsfield	

WARD 11	WARD 12	WARD 13	WARD 14	WARD 15
Magugu sportsfield	Thekwane community hall	Combo-court sports centre	Upgrade of Ingwavuma town hall	Upgrade of Manyiseni sportsfield

WARD 16	WARD 17	WARD 18	WARD 19	WARD 20
Eziphosheni community hall		Nyathini sportsfield	Mfingose sportsfield	Tshaneni hall
		Oshabeni sportsfield		

# **SECTION F: FINANCIAL PLAN**

## F.1. PURPOSE

The purpose of this section is to outline the comprehensive multi-year financial plan that will ensure long-term financial sustainability for the municipality.

- ✚ A multi-year financial plan is essential to ensure that the municipality continues to implement its mandate effectively without impairing its capital base. It will also enable the municipality to move towards self-sufficiency in meeting the growing demands of service delivery.
- ✚ The focus here is to outline the role forecasting as a critical tool of local government finance and to provide guidelines to strengthen local public finances in improving the financial management. In particular, proper financial management must: adequately control the total level of revenue and expenditure, appropriately allocate public resources among functional areas and programs, and, ensure that departments operate as efficiently as possible. This Plan is prepared in terms of section 26(h) of the Local Government Municipal Systems Act, as amended, which stipulates that municipalities must prepare a financial plan as part of their Integrated Development Plan. The three-year Financial Plan includes an operating Budget and Capital budget, informed by the IDP priorities. It takes into account the key performance areas of the IDP. All programmes contained in the budget are reflected in the IDP. The key benefit of financial planning and budgeting is that it gives stakeholders the opportunity to stand back and review their organizational performance and the factors affecting operational requirements.

These can include:

- ✚ Greater ability to make continuous improvements and anticipate problems
- ✚ Sound financial information on which to base decisions
- ✚ Improved clarity and focus
- ✚ A greater confidence in your decision making
- ✚ In contrast with accounting records, which are retrospective, a financial planning or in simple terms budgeting is generally a projection of future revenues and expenditures. At a minimum, a financial plan is used to control financial transactions as well as a management and planning tool. Because local government provides services, forecasts are needed to plan for and control the receipt and expenditure of monies to meet these ends.

## BACKGROUND

- ✚ A financial plan is prepared for a period of at least three years, however it is preferred that it should be for over a period of five or more years
- ✚ A multi-year financial plan is prepared to ensure financial sustainability of the municipality, paying particular attention to the municipality's infrastructure requirements.
- ✚ It is also an important component of the municipality's Integrated Development Plan.
- ✚ The multi-year financial plan will also ensure that the municipality has greater financial health and sustainability making it easier to collaborate on projects with other levels of government and various public and private stakeholders. This will further enhance the ability of the municipality to have access to more financing, funding and grants.
- ✚ Municipalities require access to adequate resources and budgetary powers to fulfil their assigned functions. Municipalities need to have access to adequate sources of revenue

– either own resources or intergovernmental transfers – to enable them to carry out the functions that have been assigned to them. Municipalities should be encouraged to fully exploit these sources of revenue to allow for realistic planning and should ensure efficient allocation of these financial resources. The rural nature of the municipality and the fact that 95% of all land are under Tribal Management have a serious effect on the revenue base. Tribal land is exempted from property rates with the effect that the Councils revenue collected from property rates are very limited.

## LINKING THE IDP AND THE BUDGET

The general principle in constructing a municipal budget is that the developmental policy proposals that are contained in the IDP of the municipality must be costed and budgeted for. Having looked at the municipality's IDP, you may want to verify whether priority issues have also been budgeted for in alignment with the IDP documentation. This information should, at least to some extent, be found in the municipality's budget.

The IDP has been taken into a business and financial planning process leading up to the 2018/19 MTREF, based on the approved 2017/18 MTREF, Mid-year Review and adjusted budget. The business planning process has subsequently been refined in the light of current economic circumstances and the resulting revenue projections.

With the compilation of the 2018/19 MTREF, each department/function had to review the business planning process, including the setting of priorities and targets after reviewing the mid-year and second quarter performance against the 2017/18 Departmental Service Delivery and Budget Implementation Plan. Business planning links back to priority needs and master planning, and essentially informed the detail operating budget appropriations and three-year capital programme.



## F.2. 3 YEAR MUNICIPAL BUDGET

2018/19 BUDGET			
OWN FUNDING	2018-19	2019-20	2020-21
Property rates	R15 795 000.00	R16 647 930.00	R17 563 566.15
Service charges - refuse	R1 721 185.52	R1 814 129.54	R1 913 906.66
Rental of facilities and equipment	R792,780.18	R835,590.31	R881 547.78
Interest earned - external investments	R4,052,696.76	R4,271,542.39	R4,506,477.22
Fines, penalties and forfeits	R194,766.16	R205,283.53	R 216,574.12
Licences and permits	R1,740,656.76	R1,834,652.23	R1,935,558.10
Cashed Backed Reserves	R13,547,300.00		
Other revenue	R3,337,166.80	R3,517,373.81	R3,710,829.37
	R41,181,552.18	R29,126,501.80	R30,728,459.40
<b>OPERATIONAL TRANSFER FUNDING</b>			
Equitable Share	R159,965,000.00	R177,803,000.00	R192,964,000.00
Financial Management Grant	R1,970,000.00	R2,435,000.00	R2,867,000.00
EDTEA	R1,300,000.00	R1,370,200.00	R1,445,561.00
Library Grant	R5,787,000.00	R6,099,498.00	R6,434,970.39
Expanded Public Works	R2,751,000.00		
	R171,773,000.00	R187,707,698.00	R203,711,531.39
<b>CAPITAL TRANSFER FUNDING</b>			
MIG	R36,687,000.00	R37,394,000.00	R39,349,000.00
INEP	R15,000,000.00	R12,331,000.00	R15,000,000.00
	R51,687,000.00	R49,725,000.00	R54,349,000.00
<b>TOTAL FUNDING</b>	<b>R264,641,552.18</b>	<b>R266,559,199.80</b>	<b>R288,788,990.79</b>

### F.3. OPERATIONS AND MAINTENANCE COSTS OF MUNICIPAL FIXED ASSETS

PLANNED REPAIRS & MAINTENANCE			
Project Name	2018/19 Budget	2019/20 Budget	2020/21 Budget
Blading	R54,492.75	R57,435.36	R60,594.30
Repairs and Maintenance of Municipal Buildings	R124,359.30	R131,074.70	R138,283.81
Electrification of Community Halls	R450,999.90	R475,353.89	R501,498.36
Maintenance of Community Halls	R3,171,320.10	R3,342,571.39	R3,526,412.81
Maintenance of offices	R2,113,371.00	R2,227,493.03	R2,350,005.15
Repairs and Maintenance of 121 Res	R549,981.90	R579,680.92	R611,563.37
Repairs and Maintenance of Municipal Access road	R2,009,124.00	R2,117,616.70	R2,234,085.61
Repairs and Maintenance of Sports field	R903,263.40	R952,039.62	R1,004,401.80
Repairs and Maintenance of street lights	R2,028,288.59	R2,137,816.17	R2,255,396.06
Repairs and Maintenance of street lights and high mast lights	R1,170,724.28	R1,233,943.40	R1,301,810.28
Upgrading of Jozini Swimming pool	R780,904.80	R823,073.66	R868,342.71
Upgrading of Jozini Town main road (P522-1)	R631,800.00	R665,917.20	R702,542.65
Paving of KwaJobe Youth centre	R442,400.00	R466,289.60	R491,935.53
Construction of Ophondweni Toilet	R31,590.00	R33,295.86	R35,127.13
Construction of Nondabuya Toilet-in Nondabuya Sports Field	R31,590.00	R33,295.86	R35,127.13

#### **F.4. SOUND FINANCIAL STRATEGIES (REVENUE ENHANCEMENT STRATEGIES & EXPENDITURE MANAGEMENT PLAN)**

## F.5. MTEF ALLOCATIONS

Medium Term Revenue and Expenditure Framework			
OWN FUNDING	2018-19	2019-20	2020-21
Property rates	R15 795 000.00	R16 647 930.00	R17 563 566.15
Service charges - refuse	R1 721 185.52	R1 814 129.54	R1 913 906.66
Rental of facilities and equipment	R792,780.18	R835,590.31	R881 547.78
Interest earned - external investments	R4,052,696.76	R4,271,542.39	R4,506,477.22
Fines, penalties and forfeits	R194,766.16	R205,283.53	R 216,574.12
Licences and permits	R1,740,656.76	R1,834,652.23	R1,935,558.10
Cashed Backed Reserves	R13,547,300.00		
Other revenue	R3,337,166.80	R3,517,373.81	R3,710,829.37
	R41,181,552.18	R29,126,501.80	R30,728,459.40
<b>OPERATIONAL TRANSFER FUNDING</b>			
Equitable Share	R159,965,000.00	R177,803,000.00	R192,964,000.00
Financial Management Grant	R1,970,000.00	R2,435,000.00	R2,867,000.00
EDTEA	R1,300,000.00	R1,370,200.00	R1,445,561.00
Library Grant	R5,787,000.00	R6,099,498.00	R6,434,970.39
Expanded Public Works	R2,751,000.00		
	R171,773,000.00	R187,707,698.00	R203,711,531.39
<b>CAPITAL TRANSFER FUNDING</b>			
MIG	R36,687,000.00	R37,394,000.00	R39,349,000.00
INEP	R15,000,000.00	R12,331,000.00	R15,000,000.00
	R51,687,000.00	R49,725,000.00	R54,349,000.00
<b>TOTAL FUNDING</b>	<b>R264,641,552.18</b>	<b>R266,559,199.80</b>	<b>R288,788,990.79</b>

# **SECTION G: ANNUAL OPERATIONAL PLAN (SDBIP)**

## 7.1 ANNUAL OPERATIONAL PLAN (SDBIP)

The SDBIP marries the Performance Management System (as required under the Municipal Systems Act) with the budget and the IDP. Thus, the strategic direction mapped out in the IDP is matched with financial resources and delivery of services as specified in the PMS. The requirement for an SDBIP is stated in the MFMA, Section 69.3(a) and is the responsibility of the Accounting Officer or the Municipal Manager. It can of course be delegated under Section 79. Put simply the SDBIP allows the budget to be implemented fully as it identifies:

- ✚ The Strategic Imperative – Through links with the IDP.
- ✚ The Financial Imperative – Through links with the budget.
- ✚ The Performance Imperative – Through links to the PMS.

The National Treasury Circular 13 describes in detail the approach to SDBIPs. Basically, there is a high level SDBIP for the purposes of high level monitoring by stakeholders, backed by full detail all the way to the individual employee. Starting from the top (the MM), all staff operate under KPIs within the identified KPAs. In effect the SDBIP becomes the implementation tool for the budget and the basis for non-financial monitoring.

At the highest level, every vote could be aligned to an IDP strategy and some KPIs. These then form the basis of future monthly and in year reporting. The state of play at iLembe is that the budget is already married to the IDP and performance indicators are developed for each vote or capital project.

The SDBIP is attached.

**SECTION H:  
ORGANISATIONAL &  
INDIVIDUAL  
PERFORMANCE  
MANAGEMENT SYSTEM**



## H.1. INTRODUCTION AND BACKGROUND

Performance management is a strategic management approach that equips the Mayor, Municipal Manager, Heads of Departments, employees and stakeholders with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review the performance of the institution against indicators and targets for efficiency, effectiveness and impact. The PMS entail a framework that describes and represent how the municipality's cycle and processes of performance planning, monitoring, measurements, review, reporting and improvement will be conducted, organized and managed.

The core elements of the system are:

- Organisational PMS;
- Section 57 Performance contracts;
- Employee Performance Appraisal System;
- IT System;
- Performance Audit Committee;
- Annual Report;
- Quarterly Reports
- Public Participation and internal and external communication mechanisms.

The Performance Management Framework has been developed and the PMS policy has been updated and reviewed. The Municipal Manager and Managers directly reporting to the Municipal Manager has signed the Performance Agreements.

## PERFORMANCE MANAGEMENT POLICY STATEMENT

Both the Performance Management Framework and Policy outlined the objectives and principles of Jozini Municipality PMS.

The objectives of the Jozini PMS are aligned with the IDP strategic objectives which are in section D.

## ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

Performance Management involves the setting of targets, and measuring the desired outcomes and activities undertaken to attain the targets of an organization. It also involves measuring the performance of the individuals who contribute towards the achievement of the strategic vision of the organization.

For a Performance Management System to be successful it is imperative that:

- Top management and the Council take ownership of the development and implementation of the OPMS.
- All stakeholders understand and are actively involved in performance management processes.
- All officials are trained and take responsibility for performance management

The IDP is linked to the PMS and as well as the five national KPAs being:

- Infrastructure and Services / Basic Service Delivery
- Socio-Economic Development / Local Economic Development (LED)
- Institutional Transformation
- Good Governance and Democracy / Public Participation

- Financial Viability and Management

Each organizational KPA is cascaded down to a level at which it could be allocated to the department and this the specific individual Section 57 Manager who need to fulfill that functions. For each KPA, a KPI is derived in respect of each of the development priorities and objectives contained in the IDP and a performance target with a timeline for that particular function is assigned.

In turn the Performance Contracts/Agreements of each Section 57 Managers enters into a Performance Contract with the municipality. The Performance Contracts are reviewed annually, in line with the requirements of that year's strategy. The organizational scorecard for Jozini is attached.

## **H.4. BACK TO BASICS**

### **8.1.4 ANNUAL PERFORMANCE REPORT**

An annual report is prepared annually and one of the issues considered during the IDP review is the issues and challenges raised in the Annual Report.

# **SECTION I: ANNEXURES**

No.	Sector Plan	Completed? (Y/N)	Adopted (Y/N)	Adoption Date (if adopted)	Date of Next Review
1	Draft SDBIP	Y	Y		
2	Annual Performance Report 2015/2016	Y	Y		
3	SDF	Y	Y		
4	Disaster Management Plan	Y	N		
5	Public Participation Report	Y	Y		

		Comments
I.1	Government and Public-Sector Participation, Private Sector and Community Involvement Report	
I.2	Spatial Development Framework (SDF) (include Land Use Management Guidelines)	
I.3	Disaster Management Plan/s	
I.4	AG Comments on latest Audited Financial Statements and Responses & Actions thereto	